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CITY & COUNTY OF SAN FRANCISCO



**2004-2005
MAYOR'S PROPOSED BUDGET**

Gavin Newsom, Mayor

5/5



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City and County of San Francisco

Mayor's Proposed Budget 2004–2005

DOCUMENTS DEPT.

JUN - 9 2004

Gavin Newsom, Mayor

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GUIDE TO BUDGET DOCUMENTS

Mayor's Budget Summary

A document containing the Mayor's Budget Message and an overview, highlights and tabular summary of the Mayor's Proposed Budget.

Mayor's Proposed Budget

A document containing the second of a two-part presentation of the Mayor's Proposed Budget for 2004–2005, containing the submissions of all city departments. This document contains the materials presented in the Mayor's Budget Summary and a full Capital Budget.

Consolidated Budget and Annual Appropriation Ordinance Fiscal Year Ending June 30, 2005

A document containing the sources of funds and their uses, detailed by department. This is the document that becomes the legal authority for the city to spend funds during the fiscal year.

To View These Documents . . .

Copies of these documents are distributed to all city libraries. They may also be viewed at the following City Hall locations:

The Mayor's Office of Finance and Legislative Affairs

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

The Controller's Office

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

The Clerk of the Board of Supervisors

1 Dr. Carlton B. Goodlett Place, Room 214

Phone: (415) 554-5184

The Mayor's Budget may also be viewed at the City and County of San Francisco Mayor's Office Web site: www.sfgov.org/mayor

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Mayor's Budget Message

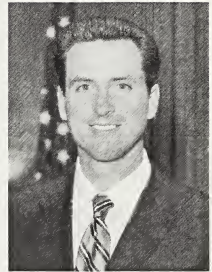


Dear Citizens of San Francisco:

I present to you my proposed 2004-2005 budget for the City and County of San Francisco.

An Unprecedented Financial Challenge

The city faces the most severe budget crisis in our history. Absent significant and decisive action, the city will spend \$352 million more in the coming year than it receives in revenue. We face this historic deficit—which amounts to approximately one third of the city's discretionary budget—without the benefit of many of the one-time solutions that have been used during the past three years to bridge the impact of a lagging national and local economic recovery on our city budget.



Recent budgets have been developed with the hope that the economy would bounce back and that tax revenues would once again boom. This has clearly not come to pass. Our reserves are spent. The State of California is solving its budget problems by passing on large reductions in funding to local governments. And while an economic recovery is beginning to take hold, we cannot sit back and cling to the hope that it will grow us out of our financial problems.

And while the immediate challenges are significant, our recent history informs of us the need to take a longer view than simply the task immediately before us. The city's Controller and other financial experts predict that, absent action, the gap between spending and revenue will only grow in the years beyond, resulting in a cumulative one billion dollar shortfall over the coming three years.

A New Approach to Preserve Vital Services

This budget begins the process I committed to when I took office five months ago—To reform how government works in San Francisco. During these difficult times, I believe government needs to become leaner, smarter and more dynamic to ensure the preservation of vital services. If we want to remain a compassionate city, we must have the courage to change how we run city government.

This budget reflects my belief that in difficult times we need to ask those who are most able to step forward to help solve the problem. I have asked the city's highest-wage earners to voluntarily give back a portion of their salaries to preserve services for San Franciscans with no income.



This budget closes much of the gap by eliminating duplication and cutting waste. I have recalled cell phones, directed competitive bidding of key city contracts, and reduced my office's budget by 15 percent. Overtime and supplies budgets have been reduced. And I have established a new program—SFStat—to ensure that budgets are adhered to, that performance of city departments and managers is monitored, and service goals are met or exceeded.

Above all else, I believe profoundly that we can better manage city government to stretch scarce resources further.

Prioritizing Services in an Era of Shrinking Resources

While these changes will bridge the majority of the difference between revenues and expenses, the historic size of the shortfall requires some reductions of city services. As we address this severe challenge, I believe it is critical that we carefully target investments in services that San Franciscans rely upon most. This budget maintains, and in some cases enhances, vital services in the following priority areas:

- ◆ Prioritizes and expands homeless services, including funds for nearly 1,000 new housing units for homeless individuals, targeted implementation of 24-hour shelter services, and the creation of new street outreach teams to better connect homeless individuals to required services and housing.
- ◆ Protects and expands services for children and youth, including expansion of the city's successful health insurance program to youth timing out of existing programs, a \$750,000 increase in youth employment programs, and legislation to enable a local earned income tax credit for working families.
- ◆ Preserves vital investments in programs for seniors and adults with disabilities, including the rejection of all proposed direct service reductions to naturalization, senior resource centers, and housing advocacy programs, makes a \$100,000 investment to allow the transition to a new food bank provider and includes funds to backfill parking tax losses to citywide aging programs.



- ◆ Targets resources to ensure San Franciscans are safe and secure, including forty new civilian hires in the Police Department to return police officers to street patrol, funding to train and hire forty new police officers, increase patrols at Housing Authority sites, improve staffing in the crime lab and funding to keep all fire stations in the city open and operational.
- ◆ Maintains investments in the maintenance and cleaning of our parks and streets, including no reduction to gardening staff needed to care for city parks and no reduction in neighborhood street cleaning programs.
- ◆ Plants the seeds required for sustained economic growth, including the creation of a new Department of Economic and Workforce Development, funding to complete two long-overdue Better Neighborhoods projects and initiate one new neighborhood revitalization planning project.

Shared Sacrifices to Meet the Challenges Ahead

I submit to you a budget that successfully bridges the coming year's shortfall and begins the process of structurally reforming how our city government works. This budget represents a series of tough choices and shared sacrifices required to overcome the incredible financial challenge we face in the coming years.

To protect and improve city services, we need to reorganize city government. These reorganizations are key to my efforts to protect vital services, but they mean unprecedented reductions in the size of the city's workforce. I eliminated more than 200 positions when I took office, and this budget eliminates another 750. Our city cannot spend revenues we do not have, and this historic shortfall requires lay-offs.

To preserve critical services to those who need them most, I have asked city employees to shoulder a share of this historic budget shortfall through reduced wages. This budget assumes \$53 million in savings that result from city employees once again meeting that challenge. On behalf of all San Franciscans, I offer them my thanks.



And to protect the viability of core services through not only the coming year but through the financial challenges facing the city in the years beyond, we must have new revenue. I will seek that revenue on this November's ballot, and trust that the citizens of San Francisco will support our efforts to reform city government while ensuring that we have adequate resources to protect vital services.

This budget represents my first step to confront the historic financial challenges facing San Francisco next year and lays the foundation for stability in the years beyond. I am confident that through diligent management, creative thinking, and a willingness to let go of old ways of doing business we can collectively meet these challenges while preserving and enhancing those investments that San Franciscans rely upon to live dignified, productive, and healthy lives.

Sincerely,

A handwritten signature in dark ink, appearing to be 'Gavin Newsom', with a long horizontal stroke extending to the right.

Mayor Gavin Newsom

Budget Overview

BUDGET OVERVIEW

Confronting the Budget Challenge

The 2004–2005 budget for the City and County of San Francisco represents the culmination of months of hard work, creative thinking and difficult choices. The extended economic downturn, a lagging recovery and an increase in costs borne by the city have combined to create a challenging budget climate for 2004–2005. This budget, the first of Mayor Gavin Newsom’s administration, takes a fresh look at city service delivery and meets that enormous challenge while protecting programs for the neediest San Franciscans.

Setting the Context

While the rest of the state, and the nation as a whole, experienced an economic recovery in 2003–2004, San Francisco continued to suffer from flat employment growth and on-going weakness in key revenues. Business tax, hotel room tax, sales tax and parking tax all performed under budget during the last fiscal year. Additionally, economic indicators such as passenger traffic through San Francisco International Airport, an important marker for tourism and business travel, continued far below peak. Even with a diverse tax base, the continuing economic weakness of the last fiscal year has created an unprecedented fiscal challenge for San Francisco.

Compounding this weakness in local revenues is a major loss in discretionary and programmatic revenues from the state. San Francisco receives nearly 15 percent of its revenue from the state, thus this loss has a significant impact upon the city’s finances.

At the same time that the city has coped with revenue losses, it has also experienced significant increases in costs, particularly in employee benefits. Following a national trend, health and dental costs continue to increase at a rate far greater than inflation. Additionally, 2004–2005 represents the first time in nine years that the city must make an employer contribution, in behalf of employees, to the San Francisco Employees Retirement Fund. The combination of health, dental and retirement benefit increases results in \$85 million of additional costs to the city’s General Fund in 2004–2005.

The Mayor’s Proposed Budget assumes modest growth in most city revenues. However, this growth is not enough to offset the loss of one-time uses, including budgetary reserves and property sales, in the 2004–2005 budget.

These fiscal challenges compelled a creative, flexible and rational approach to balancing the 2004–2005 budget. By focusing on administrative and managerial efficiencies, revenue enhancements and provision of service at lower costs, the 2004–2005 budget preserves direct delivery of services to the public to the greatest extent possible.

Solving the 2004–2005 Shortfall

In March 2004, the city projected a \$299 million budget shortfall for the coming fiscal year. Absent significant and ongoing corrective actions, this shortfall will grow to \$1 billion over the next three fiscal years. This demands that the Mayor's Proposed Budget for 2004–2005 take a long-range view of city revenues and expenditures, concentrating on continuing expenditure reductions and revenue enhancements.

As required by the Charter, the Mayor has addressed this shortfall and presents in this document a balanced budget. In developing the budget, the Mayor and his staff followed one simple policy principle—preserve direct services to the most needy San Franciscans. With that mandate in mind and with an emphasis on changing the way the city conducts its business, this budget reflects a variety of strategies to address the \$299 million shortfall. Measures used to balance the 2004–2005 budget include increased fees and fines, a tax measure to be placed on the November ballot, use of the Rainy Day Reserve, departmental expenditure reductions, contracting for services currently provided by civil servants and continued employee contributions to their own retirement accounts.

The Mayor's Proposed Budget strives to approach department expenditure reductions in a balanced and reasoned manner. To this end, the budget includes a number of measures designed to reduce managerial and administrative costs in departments. These proposals include consolidations of departments including joining the Department of Aging and Adult Services with the Department of Human Services, and moving the Taxi Commission into the Municipal Transportation Agency. By sharing administrative functions such as payroll, personnel and finance between departments, these consolidations cut costs. More importantly, the consolidations improve coordination of planning, service delivery and funding opportunities and allow the city to provide better programs and services to San Francisco residents.

The department expenditure reductions also include deletion of positions. Overall, the 2004–2005 budget includes 750 fewer funded positions than did the budget the year before. In the on-going effort to protect direct service provision, most of these positions have been cut from the managerial, administrative and clerical ranks of city departments. These reductions reflect departments' efforts to work smarter and more efficiently in their back office operations.

Making Change and Meeting the Challenge

The need to find solutions to the \$299 million budget shortfall spurred the Mayor's Office to be creative and take a new approach to city government in the 2004–2005 budget. By changing the way the city runs—emphasizing more efficient service delivery and lower administrative costs—the Mayor's Proposed Budget successfully preserves key services across the city. While continued revenue weakness and increased costs have forced some program reductions, the budget meets the Mayor's challenge to protect direct services and maintains those programs most valuable to San Franciscans.

Budget Summary Tables

Sources and Uses of Funds Excluding Fund Transfers

Sources are Positive and Uses are (Negative)

Category of Source or Use	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Sources of Funds				
Local Taxes	1,406,567,048	1,443,630,961	1,579,063,078	135,432,117
Licenses and Fines	107,102,520	150,152,367	130,064,730	(20,087,637)
Use of Money or Property	303,923,227	325,978,389	319,700,449	(6,277,940)
Intergovernmental Revenue - Federal	296,636,530	286,794,974	313,962,089	27,167,115
Intergovernmental Revenue - State	690,456,128	671,508,885	592,223,200	(79,285,685)
Intergovernmental Revenue - Other	56,724,212	49,629,822	49,873,478	243,656
Charges for Services	1,474,425,482	1,584,655,691	1,607,791,815	23,136,124
Other Revenues	180,719,919	89,419,564	185,295,047	95,875,483
Fund Balance	229,001,317	197,740,866	239,195,690	41,454,824
Sources of Funds Subtotals	4,745,556,383	4,799,511,519	5,017,169,576	217,658,057
Use of Funds				
Salaries and Wages	(1,936,345,740)	(1,972,774,457)	(1,946,207,556)	26,566,901
Fringe Benefits	(471,802,221)	(415,325,188)	(537,892,329)	(122,567,141)
Overhead	(43,994,224)	(55,578,453)	(65,724,050)	(10,145,597)
Professional & Contractual Services	(1,108,190,315)	(1,175,214,092)	(1,157,293,121)	17,920,971
Aid Assistance / Grants	(358,354,436)	(374,463,469)	(413,810,127)	(39,346,658)
Materials and Supplies	(170,135,838)	(185,684,658)	(184,030,793)	1,653,865
Equipment	(39,928,462)	(49,178,166)	(47,996,902)	1,181,264
Debt Service	(476,526,061)	(526,933,710)	(519,773,498)	7,160,212
Services of Other Departments	(407,888,898)	(453,137,831)	(475,201,183)	(22,063,352)
Expenditure Recovery	519,494,308	607,759,387	648,774,975	41,015,588
Budgetary Reserves	(59,932,671)	(42,841,223)	(74,909,505)	(32,068,282)
Facilities Maintenance	(11,960,110)	(11,654,610)	(12,233,694)	(579,084)
Capital Projects	(179,991,715)	(144,485,049)	(230,871,793)	(86,386,744)
Uses of Funds Subtotals	(4,745,556,383)	(4,799,511,519)	(5,017,169,576)	(217,658,057)

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories

Sources by Category and Object

Object	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Local Taxes				
101 PROPERTY TAXES	714,472,754	718,456,020	837,113,107	118,657,087
111 PAYROLL TAX	266,101,188	282,789,318	289,015,000	6,225,682
113 REGISTRATION TAX	10,549,402	6,530,000	6,990,000	460,000
121 SALES & USE TAX	115,577,909	122,510,000	90,930,000	(31,580,000)
122 HOTEL ROOM TAX	124,627,865	133,132,000	137,500,971	4,368,971
123 UTILITY USERS TAX	71,377,811	68,359,623	66,290,000	(2,069,623)
124 PARKING TAX	49,525,100	54,180,000	53,550,000	(630,000)
125 PROPERTY TRANSFER TAX	51,475,305	55,000,000	70,000,000	15,000,000
129 OTHER LOCAL TAXES	2,859,714	2,674,000	27,674,000	25,000,000
Local Taxes Subtotals	1,406,567,048	1,443,630,961	1,579,063,078	135,432,117
Licenses and Fines				
201 BUSINESS HEALTH LICENSES	3,875,273	3,892,097	3,939,097	47,000
202 OTHER BUSINESS/PROFESSIONAL LICENSES	2,278,230	1,847,696	1,871,696	24,000
203 ROAD PRIVILEGES & PERMITS	3,474,223	3,975,227	3,872,746	(102,481)
206 FRANCHISES	10,946,526	11,264,080	10,521,000	(743,080)
207 ETHICS FEES	52,804	51,650	51,650	0
209 OTHER LICENSES & PERMITS	4,169,040	3,990,795	4,207,949	217,154
251 TRAFFIC FINES	78,915,721	95,211,004	95,593,315	382,311
252 COURT FINES-NON TRAFFIC	132,503	236,376	201,394	(34,982)
253 OTHER NON-COURT FINES	1,224,742	575,000	5,775,000	5,200,000
255 ETHICS FINES	61,472	122,294	122,294	0
259 OTHER FORFEITURES & PENALTIES	1,971,986	28,986,148	3,908,589	(25,077,559)
Licenses and Fines Subtotals	107,102,520	150,152,367	130,064,730	(20,087,637)

Sources by Category and Object

Object	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Use of Money or Property				
301 INTEREST	38,434,571	43,818,242	34,219,626	(9,598,616)
303 UNREALIZED GAINS (LOSSES) - GASB 31	147,474	0	0	0
304 OTHER INVESTMENT INCOME (GROSS)	8,504,000	0	0	0
351 PARKING METER COLLECTIONS	15,209,977	31,536,181	25,406,232	(6,129,949)
352 PARKING GARAGE/LOT RENTALS	73,924,912	80,098,020	83,629,590	3,531,570
353 REC & PARK - RENTALS	5,944,138	5,748,500	6,481,000	732,500
354 REC & PARK - CONCESSIONS	5,490,555	8,187,146	7,856,654	(330,492)
355 CULTURAL FACILITIES-RENTALS	1,106,399	1,049,148	1,087,030	37,882
356 CULTURAL FACILITIES-CONCESSIONS	255,452	229,755	225,080	(4,675)
357 CONV FACILITIES - RENTALS & CONCESSIONS	9,420,802	11,595,730	12,245,730	650,000
360 PORT-CARGO RENTAL	16,973	0	0	0
361 PORT-SHIP REPAIR CONCESSION	1,232,301	0	0	0
362 PORT-HARBOR RENTS	966,675	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCE	29,933,888	32,256,000	33,078,000	822,000
365 PORT-CRUISE RENTS	34,052	0	0	0
366 PORT-FISHING RENT	1,515,168	0	0	0
367 PORT-OTHER MARINE RENTS/CONCESSIONS	695,532	0	0	0
372 SFIA-PASSENGER TERMINALS RENTALS	3,247,499	4,917,400	3,168,500	(1,748,900)
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE REN	11,863,932	12,019,000	11,934,100	(84,900)
374 SFIA-ADVERTISING, TEL. & OTHERS	13,059,835	9,946,000	9,612,000	(334,000)
375 SFIA-NEWS, TOBACCO & GIFTS	22,567,958	30,565,000	33,852,000	3,287,000
376 SFIA-AUTO RENTALS	21,015,396	22,771,400	23,269,100	497,700
377 SFIA-RESTAURANT & ALLIED SVCS	5,484,034	5,644,000	5,685,000	41,000
379 SFIA-OTHER GROUND TRANSPORTATION	6,775,571	7,158,000	6,087,000	(1,071,000)
381 SFIA-AUTO SERVICE STATION	39,859	41,000	44,000	3,000
391 SFWD-OTHERS	122,544	0	0	0
398 OTHER CITY PROPERTY RENTALS	26,913,730	18,397,867	21,819,807	3,421,940
Use of Money or Property Subtotals	303,923,227	325,978,389	319,700,449	(6,277,940)
Intergovernmental Revenue - Federal				
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	109,927,185	92,822,549	111,300,971	18,478,422
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	50,667,263	81,944,879	71,670,839	(10,274,040)
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	17,526,819	13,581,036	19,644,078	6,063,042
449 FEDERAL-OTHER	118,515,263	98,446,510	111,346,201	12,899,691
Intergovernmental Revenue - Federal Subtotals	296,636,530	286,794,974	313,962,089	27,167,115

Sources by Category and Object

Object	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Intergovernmental Revenue - State				
451 STATE-PUBLIC ASSISTANCE ADMIN	54,911,776	57,802,754	53,266,761	(4,535,993)
452 STATE-PUBLIC ASSISTANCE PROGRAMS	54,835,233	54,608,237	44,731,643	(9,876,594)
453 STATE-HEALTH ADMINISTRATION	24,666,427	24,972,804	28,069,161	3,096,357
454 STATE-HEALTH PROGRAMS	81,309,541	90,555,143	89,913,612	(641,531)
455 STATE-HEALTH & WELFARE SALES TAX	113,227,194	113,865,000	121,233,000	7,368,000
456 STATE-HEALTH & WELFARE VEH LICENSE FEE	77,449,644	79,807,000	84,970,000	5,163,000
461 STATE-MOTOR VEHICLE IN-LIEU TAX	103,896,908	112,610,000	15,240,000	(97,370,000)
462 STATE-HIGHWAY USERS TAX	14,476,495	15,172,132	15,172,132	0
470 STATE-AGRICULTURE	103,000	103,000	103,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSI	32,409,694	28,253,812	27,750,000	(503,812)
481 STATE - HOMEOWNERS' PROPERTY TAX RELIE	5,266,021	5,114,000	5,114,000	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	62,461,919	65,320,000	62,870,000	(2,450,000)
489 STATE - OTHER	65,442,276	23,325,003	43,789,891	20,464,888
Intergovernmental Revenue - State Subtotals	690,456,128	671,508,885	592,223,200	(79,285,685)
Intergovernmental Revenue - Other				
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSI	56,164,430	49,629,822	49,873,478	243,656
499 OTHER - GOVERNMENTAL AGENCIES	559,782	0	0	0
Intergovernmental Revenue - Other Subtotals	56,724,212	49,629,822	49,873,478	243,656

Sources by Category and Object

Object	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Charges for Services				
601 GENERAL GOVERNMENT SERVICES	52,323,779	52,688,261	58,092,553	5,404,292
605 HUMANE SERVICE	160,402	180,200	230,200	50,000
606 PUBLIC SAFETY SERVICE CHARGES	42,444,022	44,143,491	55,600,773	11,457,282
607 CORRECTION SERVICE CHARGES	3,023,156	4,403,833	5,008,333	604,500
608 HIGHWAY SERVICE CHARGES	3,644,166	518,000	518,000	0
611 PLANNING & ENGINEERING SERVICES	19,577,813	25,346,191	28,253,168	2,906,977
625 LIBRARY SERVICES	656,838	763,100	763,100	0
626 REC & PARK-SERVICE CHARGES	12,365,757	17,488,470	21,016,370	3,527,900
628 CONCERTS, EXHIBITIONS & PERFORMANCES	2,269,382	3,368,761	3,011,710	(357,051)
631 SANITATION SERVICE CHARGES	120,915,711	134,679,000	145,564,420	10,885,420
635 HEALTH SERVICE CHARGES	10,922,846	6,794,243	8,046,031	1,251,788
640 PORT-CARGO SERVICES	2,893,580	3,943,000	4,145,000	202,000
641 PORT-SHIP REPAIR SERVICES	0	700,000	850,000	150,000
642 PORT-HARBOR SERVICES	38,393	977,000	1,010,000	33,000
645 PORT-CRUISE SERVICES	916,276	1,173,000	1,221,500	48,500
646 PORT-FISHING SERVICES	34,980	1,405,000	1,446,000	41,000
647 PORT-OTHER MARINE SERVICES	698,761	1,186,000	1,097,500	(88,500)
659 NET PATIENT REVENUE	322,414,169	327,415,154	344,821,817	17,406,663
660 STATE BILL REVENUES	128,596,105	152,097,375	157,944,575	5,847,200
661 TRANSIT PASS REVENUE	47,294,973	55,439,510	57,773,338	2,333,828
662 TRANSIT CABLE CAR REVENUE	11,008,050	15,181,828	15,831,896	650,068
663 TRANSIT CASH REVENUE	34,687,371	41,763,171	43,029,971	1,266,800
664 TRANSIT CHARTER BUS REVENUE	15,609	20,000	20,259	259
665 TRANSIT ADVERTISING REVENUE	10,393,562	11,363,202	4,429,852	(6,933,350)
666 TRANSIT TOKEN REVENUE	3,291,978	3,365,612	3,493,307	127,695
667 TRANSIT PARATRANSIT REVENUE	1,071,099	1,283,634	1,778,288	494,654
669 TRANSIT OTHER OPERATING REVENUE	1,697,767	10,363,452	10,363,452	0
671 SFIA-FLIGHT OPERATIONS	119,306,772	162,528,000	148,113,000	(14,415,000)
672 SFIA-RENTAL AIRLINES	196,212,386	171,505,000	155,773,300	(15,731,700)
673 SFIA-PAVED & UNIMPROVED-AIRLINES	21,400,771	22,144,000	22,061,000	(83,000)
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	8,281,654	8,091,000	7,626,100	(464,900)
675 SFIA-AIRLINE SUPPORT SERVICE	10,269,711	14,753,000	15,368,000	615,000
676 SFIA-FUEL, OIL & OTHER SERVICES	3,117,256	3,952,000	3,958,000	6,000
677 SFIA-PARKING AIRLINES	7,462,765	7,300,000	7,569,000	269,000
681 WATER SALES	148,243,267	166,380,000	171,644,000	5,264,000
687 HHETCHY - ELECTRICITY SALES	112,864,743	108,503,090	98,613,090	(9,890,000)
699 OTHER CHARGES FOR SERVICES	878,105	486,000	672,000	186,000
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	5,008,712	867,278	937,077	69,799
880 ISF CHARGE FOR SVC TO OTHER CITY AGENCI	6,991,607	0	0	0
890 NON ISF CHRGS FOR SVCS TO OTHER CTYAGE	1,031,188	95,835	95,835	0
Charges for Services Subtotals	1,474,425,482	1,584,655,691	1,607,791,815	23,136,124

Sources by Category and Object

Object	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Other Revenues				
701 RETIREMENT - CONTRIBUTIONS	12,135,725	13,327,692	14,562,423	1,234,731
752 MUNICIPAL RAILWAY	2,000	0	0	0
753 CHN-OTHER OPERATING REVENUE	17,640,193	13,795,130	15,192,809	1,397,679
759 PORT-OTHER NON OPERATING REVENUE	2,532,687	710,000	750,300	40,300
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	2,926,268	16,187,000	26,801,790	10,614,790
762 PROCEEDS FROM SALES OF OTHER CITY PRO	122,326	114,000	380,200	266,200
769 INSURANCE PROCEEDS	1,317,119	0	0	0
771 SFIA-COGENERATION FACILITIES	111,001	138,000	132,000	(6,000)
772 SFIA-ELECTRICITY	15,484,481	16,938,000	15,561,000	(1,377,000)
773 SFIA-WATER	3,291,529	3,875,000	3,870,300	(4,700)
774 SFIA-SECURITY SERVICES	2,503,200	2,175,000	2,366,000	191,000
779 SFIA-MISCELLANEOUS	4,417,048	4,577,600	4,341,600	(236,000)
780 WATER-OTHER OPERATING REVENUE	3,427,517	0	3,100,000	3,100,000
781 GIFTS & BEQUESTS	605,552	889,037	7,100,914	6,211,877
782 PRIVATE GRANTS	151,652	0	1,398,601	1,398,601
789 OTHER OPERATING ADJUSTMENTS	4,197,643	210,000	210,000	0
797 CUSTOM WORK&SVC TO OTHER GOVT AGENC	2,205,777	0	0	0
799 OTHER NON-OPERATING REVENUES	77,609,752	4,942,105	2,230,704	(2,711,401)
801 PROCEEDS FROM LONG-TERM DEBT	27,655,112	9,916,000	42,285,906	32,369,906
802 LOAN REPAYMENT	934,807	900,000	0	(900,000)
803 PROCEEDS FROM SHORT-TERM DEBT	0	0	44,414,000	44,414,000
849 OTHER FINANCING SOURCES	1,448,530	725,000	596,500	(128,500)
Other Revenues Subtotals	180,719,919	89,419,564	185,295,047	95,875,483
Transfers In				
920 GENERAL FUND SUBSIDY TRANSFER IN	280,969,563	275,188,598	286,785,727	11,597,129
930 OTHER OPERATING TRANSFERS IN	134,924,264	178,181,882	189,690,576	11,508,694
950 INTRAFUND TRANSFERS IN	396,293,852	258,866,130	301,232,047	42,365,917
Transfers In Subtotals	812,187,679	712,236,610	777,708,350	65,471,740
Fund Balance				
999 FUND BALANCE	229,001,317	197,740,866	239,195,690	41,454,824
Fund Balance Subtotals	229,001,317	197,740,866	239,195,690	41,454,824
Revenue Subtotals	5,557,744,062	5,511,748,129	5,794,877,926	283,129,797
Less Interfund and Intrafund Transfers	(812,187,679)	(712,236,610)	(777,708,350)	(65,471,740)
Net Sources	4,745,556,383	4,799,511,519	5,017,169,576	217,658,057

Uses by Category and Object

Char / Obj	Object Title	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Salaries and Wages					
001/001	PERMANENT SALARIES-MISC	1,118,541,090	1,215,170,244	1,182,680,898	(32,489,346)
001/002	PERMANENT SALARIES-UNIFORM	369,049,126	366,886,056	374,332,061	7,446,005
001/003	PERMANENT SALARIES-PLATFORM	137,863,248	127,150,315	122,065,824	(5,084,491)
001/004	PERMANENT SALARIES-NURSES	96,674,738	118,748,634	120,432,776	1,684,142
001/005	TEMP SALARIES-MISC	47,297,494	20,458,411	21,645,504	1,187,093
001/006	TEMP SALARIES-NURSES	7,657,872	2,102,940	1,405,181	(697,759)
001/009	PREMIUM PAY	65,336,171	59,187,580	63,103,124	3,915,544
001/010	ONE-TIME SALARY PAYMENTS	14,214,717	6,893,007	2,629,250	(4,263,757)
001/011	OVERTIME	64,156,349	41,516,050	41,804,229	288,179
001/012	HOLIDAY PAY	15,554,935	14,661,220	16,108,709	1,447,489
Salaries and Wages		1,936,345,740	1,972,774,457	1,946,207,556	(26,566,901)
Fringe Benefits					
013/013	RETIREMENT	109,966,639	19,785,631	106,082,923	86,297,292
013/014	SOCIAL SECURITY	111,317,731	119,143,817	116,848,694	(2,295,123)
013/015	HEALTH SERVICE	211,433,194	240,115,897	265,591,672	25,475,775
013/016	DENTAL COVERAGE	31,418,875	29,084,403	31,880,967	2,796,564
013/017	UNEMPLOYMENT INSURANCE	1,877,046	0	4,272,087	4,272,087
013/019	OTHER FRINGE BENEFITS	5,788,736	7,195,440	13,215,986	6,020,546
Fringe Benefits		471,802,221	415,325,188	537,892,329	122,567,141
Overhead					
020/020	OVERHEAD	43,994,224	55,578,453	65,724,050	10,145,597
Overhead		43,994,224	55,578,453	65,724,050	10,145,597

Uses by Category and Object

Char / Obj	Object Title	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Professional & Contractual Services					
021/021	TRAVEL	1,797,848	2,326,576	2,345,163	18,587
021/022	TRAINING	5,552,314	8,377,745	7,794,301	(583,444)
021/023	EMPLOYEE FIELD EXPENSE	811,793	804,224	793,604	(10,620)
021/024	MEMBERSHIP FEES	1,815,840	2,124,836	2,323,412	198,576
021/025	ENTERTAINMENT AND PROMOTION	611,170	314,082	354,607	40,525
021/026	COURT FEES AND OTHER COMPENSATION	10,682,171	9,772,256	9,280,781	(491,475)
021/027	PROFESSIONAL & SPECIALIZED SERVICES	511,488,584	528,907,503	509,835,066	(19,072,437)
021/028	MAINTENANCE SVCS-BUILDING & STRUCTU	26,339,912	14,610,838	15,228,881	618,043
021/029	MAINTENANCE SVCS-EQUIPMENT	20,254,603	21,003,786	26,447,282	5,443,496
021/030	RENTS & LEASES-BUILDINGS & STRUCTUR	99,787,455	63,063,190	65,843,847	2,780,657
021/031	RENTS & LEASES-EQUIPMENT	7,428,422	5,233,791	5,111,735	(122,056)
021/032	UTILITIES	17,078,645	16,574,324	14,691,243	(1,883,081)
021/033	POWER FOR RESALE	117,497,701	134,001,031	123,449,251	(10,551,780)
021/034	SUBSISTANCE	313,415	53,206	63,206	10,000
021/035	OTHER CURRENT EXPENSES	139,423,493	237,054,423	229,225,579	(7,828,844)
021/051	INSURANCE	83,272,574	68,428,805	77,516,088	9,087,283
021/052	TAXES, LICENSES & PERMITS	53,614,745	52,522,477	52,822,788	300,311
021/053	JUDGEMENTS & CLAIMS	25,051,183	15,744,538	19,604,538	3,860,000
021/054	OTHER FIXED CHARGES	1,006,615	1,068,276	154,712	(913,564)
055/056	HEALTH SERVICE TRUST FUND	273,773	0	0	0
069/06B	PROGRAMMATIC PROJECTS-CFWD BUDGE	0	0	0	0
06P/06P	PROGRAMMATIC PROJECTS-BUDGET	0	175,843	513,968	338,125
075/076	BOND ISSUANCE COST	0	330,048	0	(330,048)
079/079	ALLOCATED CHARGES	(15,911,941)	(7,277,706)	(6,106,931)	1,170,775
080/080	EXPENDITURE CONTINGENCY	0	0	0	0
Professional & Contractual Services		1,108,190,315	1,175,214,092	1,157,293,121	(17,920,971)
Aid Assistance / Grants					
036/036	AID ASSISTANCE	41,308,546	46,451,494	39,880,685	(6,570,809)
037/037	AID PAYMENTS	190,612,763	204,040,685	220,072,128	16,031,443
038/038	CITY GRANT PROGRAMS	126,433,127	123,971,290	153,857,314	29,886,024
Aid Assistance / Grants		358,354,436	374,463,469	413,810,127	39,346,658

Uses by Category and Object

Char / Obj	Object Title	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Materials and Supplies					
040/040	MATERIALS & SUPPLIES BUDGET ONLY	0	96,290,244	94,031,960	(2,258,284)
040/042	BUILDING & CONSTRUCTION SUPPLIES	16,398,963	7,196,588	7,334,471	137,883
040/043	EQUIPMENT MAINTENANCE SUPPLIES	28,049,160	24,905,139	24,603,536	(301,603)
040/044	HOSPITAL, CLINICS & LABORATORY SUPPLI	49,876,496	11,331,674	10,635,774	(695,900)
040/045	SAFETY	8,063,843	4,303,129	4,789,696	486,567
040/046	FOOD	11,591,244	3,403,640	3,425,999	22,359
040/047	FUELS AND LUBRICANTS	10,767,930	8,259,709	8,020,225	(239,484)
040/048	WATER SEWAGE TREATMENT SUPPLIES	6,361,368	8,796,323	9,136,695	340,372
040/049	OTHER MATERIALS & SUPPLIES	38,423,717	21,135,712	21,919,937	784,225
040/04A	SMALL EQUIPMENT ITEMS	603,117	62,500	132,500	70,000
Materials and Supplies		170,135,838	185,684,658	184,030,793	(1,653,865)
Equipment					
060/060	EQUIPMENT PURCHASE	17,817,655	27,518,258	23,663,897	(3,854,361)
060/061	EQT LEASE/PURCH - INITIAL	1,031,072	110,300	0	(110,300)
060/062	EQT LEASE/PURCH - RENEWAL	2,547,436	2,338,684	9,156,418	6,817,734
060/063	EQT LEASE/PURCH - FIN AGY INITIAL	256,004	250,479	482,087	231,608
060/064	EQT LEASE/PURCH - FIN AGY RENEWAL	14,480,380	18,574,645	8,694,500	(9,880,145)
060/065	ANIMAL PURCHASE	8,000	0	0	0
060/066	LAND	3,787,915	0	6,000,000	6,000,000
060/068	INTEREST EXPENSE-CAPITALIZED	0	385,800	0	(385,800)
Equipment		39,928,462	49,178,166	47,996,902	(1,181,264)
Debt Service					
070/070	DEBT SERVICE	476,526,061	526,933,710	519,773,498	(7,160,212)
Debt Service		476,526,061	526,933,710	519,773,498	(7,160,212)
Services of Other Departments					
081/081	SERVICES OF OTHER DEPTS (AAO FUNDS)	409,400,524	453,137,832	475,076,183	21,938,351
081/083	SERVICES OF OTHER CITY AGENCIES	15,000	0	125,000	125,000
Services of Other Departments		409,415,524	453,137,832	475,201,183	22,063,351
Transfers Out					
091/093	OTHER OPERATING TRANSFERS OUT	155,583,187	178,181,882	189,690,576	11,508,694
092/092	GENERAL FUND SUBSIDY TRANSFER OUT	280,969,563	275,188,598	286,785,727	11,597,129
095/095	INTRAFUND TRANSFERS OUT	381,425,962	258,866,130	301,232,047	(42,365,917)
Transfers Out		817,978,712	712,236,610	777,708,350	65,471,740
Budgetary Reserves					
097/097	APPROPRIATED REVENUE - RESERVED	59,932,671	38,412,050	72,450,000	34,037,950
099/099	APPROPRIATED REVENUE-UNRESERVED	0	4,429,173	2,459,505	(1,969,668)
Budgetary Reserves		59,932,671	42,841,223	74,909,505	32,068,282
Facilities Maintenance					
06F/06F	FACILITIES MAINTENANCE PROJECTS-BUD	11,960,110	11,654,610	12,233,694	579,084
Facilities Maintenance		11,960,110	11,654,610	12,233,694	579,084

Uses by Category and Object

Char / Obj	Object Title	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Capital Projects					
067/067	BLDS,STRUCTURES & IMPROVEMENTS	179,991,715	144,485,049	230,871,793	86,386,744
Capital Projects		179,991,715	144,485,049	230,871,793	86,386,744
Expenditure Subtotals		6,084,556,029	6,119,507,517	6,443,652,901	324,145,384
	Less Interfund and Intrafund Transfers	(819,505,324)	(710,436,611)	(775,908,350)	(65,471,739)
	Less Interdepartmental Recoveries	(519,494,322)	(609,559,387)	(650,574,975)	(41,015,588)
Net Uses		4,745,556,383	4,799,511,519	5,017,169,576	217,658,057

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Sources by Fund

Fund	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Fund Type: 1G GENERAL FUND				
AGF GENERAL FUND	2,320,542,090	2,324,501,775	2,432,262,546	107,760,771
S&A GF-SUBVENTIONS & OTHER ALLOCATIONS F	49,735,705	0	0	0
Fund Type: 1G GENERAL FUND	2,370,277,795	2,324,501,775	2,432,262,546	107,760,771
Fund Type: 2S SPECIAL REVENUE FUNDS				
BIF BUILDING INSPECTION FUND	30,077,111	36,346,680	40,958,916	4,612,236
BUS BUSINESS TAX	257,707	0	0	0
CFC CHILDREN & FAMILIES FUND	5,790,479	7,591,000	7,758,364	167,364
CFF CONVENTION FACILITIES FUND	62,071,899	57,054,187	57,507,027	452,840
CHF CHILDREN'S FUND	32,306,817	34,177,051	40,882,205	6,705,154
CHS COMM HEALTH SVS SPEC REV FD	100,659,446	96,199,137	100,831,599	4,632,462
CRF CULTURE & RECREATION SPEC REV FD	1,467,677	6,111,552	7,669,089	1,557,537
CSS CHILD SUPPORT SERVICES FUND	24,863,432	30,904,262	14,679,037	(16,225,225)
CTF COURTS' SPECIAL REVENUE FUND	8,459,018	6,595,184	8,819,756	2,224,572
ENV ENVIRONMENTAL PROTECTION PROGRAM	3,199,537	1,668,903	2,158,785	489,882
GOL GOLF FUND	3,819,174	9,685,400	10,127,105	441,705
GSF GENERAL SERVICES SPECIAL REVENUE FUND	12,175,721	4,141,416	4,634,712	493,296
GTF GASOLINE TAX FUND	40,854,689	25,594,203	26,513,287	919,084
HTF HUMAN WELFARE SPECIAL REVENUE FUND	12,186,877	12,246,814	12,534,538	287,724
LIB PUBLIC LIBRARY SPECIAL REVENUE FUND	56,849,052	56,306,013	58,362,387	2,056,374
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV	21,089,360	7,814,388	8,819,634	1,005,246
OSP OPEN SPACE & PARK FUND	45,400,906	37,848,456	30,921,480	(6,926,976)
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	45,970,022	41,440,684	58,005,047	16,564,363
PWF PUBLIC WORKS SPECIAL REVENUE FUND	9,311,764	9,108,596	7,062,635	(2,045,961)
RPF REAL PROPERTY SPECIAL REVENUE FUND	18,201,602	10,106,110	10,393,291	287,181
SCP SENIOR CITIZENS' PROGRAMS FUND	8,079,383	5,624,055	5,555,361	(68,694)
T&C TRANSPORTATION & COMMERCE S/R FD	246,133	175,420	169,413	(6,007)
WMF WAR MEMORIAL FUND	15,581,186	11,780,376	10,569,320	(1,211,056)
Fund Type: 2S SPECIAL REVENUE FUNDS	558,918,992	508,519,887	524,932,988	16,413,101
Fund Type: 3C CAPITAL PROJECTS FUNDS				
EQS EARTHQUAKE SAFETY IMPROVEMENTS FUND	0	225,000	0	(225,000)
FPS FIRE PROTECTION SYSTEMS IMPVT. FUND	0	0	925,000	925,000
MCF MOSCONE CONVENTION CENTER FUND	0	2,600,000	0	(2,600,000)
PLI PUBLIC LIBRARY IMPROVEMENT FUND	0	0	1,450,655	1,450,655
RPF RECREATION & PARK CAPITAL IMPVTS FUND	0	3,682,596	452,559	(3,230,037)
SIF STREET IMPROVEMENT FUND	0	2,000,000	3,151,790	1,151,790
XCF CITY FACILITIES IMPROVEMENT FUND	0	1,728,663	668,947	(1,059,716)
Fund Type: 3C CAPITAL PROJECTS FUNDS	0	10,236,259	6,648,951	(3,587,308)
Fund Type: 4D DEBT SERVICE FUNDS				
GOB GENERAL OBLIGATION BOND FUND	125,398,474	117,781,283	119,896,000	2,114,717
ODS OTHER DEBT SERVICE FUNDS	0	7,258,685	6,787,175	(491,510)
Fund Type: 4D DEBT SERVICE FUNDS	125,398,474	125,039,968	126,683,175	1,623,207
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS				
AAA SFIA-OPERATING FUND	571,635,183	589,988,994	592,661,825	2,672,831
CPF SFIA-CAPITAL PROJECTS FUND	30,684,586	84,790,000	106,600,000	21,810,000
SRF SFIA-SPECIAL REVENUE FUND	1,748,731	0	0	0
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS	604,068,500	674,778,994	699,261,825	24,482,831

Sources by Fund

Fund	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Fund Type: 5C CLEAN WATER PROGRAM FUNDS				
AAA CWP-OPERATING FUND	149,713,129	148,641,892	151,235,945	2,594,053
CPF CWP-CAPITAL PROJECTS FUND	13,349,269	14,493,600	49,088,550	34,594,950
Fund Type: 5C CLEAN WATER PROGRAM FUND	163,062,398	163,135,492	200,324,495	37,189,003
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS				
AAA SFGH-OPERATING FUND	480,469,469	485,497,651	508,754,536	23,256,885
CPF SFGH-CAPITAL PROJECTS FUND	0	0	400,000	400,000
Fund Type: 5H GENERAL HOSPITAL MEDICAL C	480,469,469	485,497,651	509,154,536	23,656,885
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS				
AAA LHH-OPERATING FUND	153,178,611	147,502,080	150,787,246	3,285,166
Fund Type: 5L LAGUNA HONDA HOSPITAL FUN	153,178,611	147,502,080	150,787,246	3,285,166
Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS				
AAA MUNI-OPERATING FUND	438,494,934	458,630,993	486,917,655	28,286,662
CPF MUNI-CAPITAL PROJECTS FUND	0	0	8,191,366	8,191,366
SRF MUNI-SPECIAL REVENUE FUND	8,990,668	10,979,752	10,362,003	(617,749)
Fund Type: 5M MTA-MUNICIPAL RAILWAY FUND	447,485,602	469,610,745	505,471,024	35,860,279
Fund Type: 5N MTA-PARKING & TRAFFIC FUNDS				
AAA PARK/TRAFFIC OPERATING FUND	53,624,810	45,515,713	49,237,441	3,721,728
GTF GASOLINE TAX FUND	4,001,172	9,036,571	7,998,798	(1,037,773)
OPF OFF-STREET PARKING FUND	50,092,682	29,343,207	22,846,416	(6,496,791)
Fund Type: 5N MTA-PARKING & TRAFFIC FUNDS	107,718,664	83,895,491	80,082,655	(3,812,836)
Fund Type: 5O MTA-TAXI COMMISSION				
AAA PARK/TRAFFIC OPERATING FUND	1,226,727	1,299,204	1,581,920	282,716
Fund Type: 5O MTA-TAXI COMMISSION	1,226,727	1,299,204	1,581,920	282,716
Fund Type: 5P PORT OF SAN FRANCISCO FUNDS				
AAA PORT-OPERATING FUND	57,715,459	69,684,374	64,561,380	(5,122,994)
DSF PORT-DEBT SERVICE FUND	8,374,504	0	0	0
Fund Type: 5P PORT OF SAN FRANCISCO FUND	66,089,963	69,684,374	64,561,380	(5,122,994)
Fund Type: 5T PUC-HETCH HETCHY FUNDS				
AAA HETCHY OPERATING FUND	201,625,427	183,670,692	178,617,156	(5,053,536)
Fund Type: 5T PUC-HETCH HETCHY FUNDS	201,625,427	183,670,692	178,617,156	(5,053,536)
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS				
AAA SFWD-OPERATING FUND	256,821,748	227,159,195	238,434,813	11,275,618
CPF SFWD-CAPITAL PROJECTS FUND	0	11,900,000	46,114,000	34,214,000
PUC PUC OPERATING FUND	601,206	0	0	0
Fund Type: 5W PUC-WATER DEPARTMENT FUND	257,422,954	239,059,195	284,548,813	45,489,618

Sources by Fund

Fund	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Fund Type: 6I INTERNAL SERVICE FUNDS				
FCF FINANCE CORPORATION FUNDS	0	9,916,000	8,415,656	(1,500,344)
OIS IS-REPRODUCTION FUND	766,742	525,000	0	(525,000)
TIF TELECOMMUNICATION FUND	1,575,685	145,754	145,754	0
Fund Type: 6I INTERNAL SERVICE FUNDS	2,342,427	10,586,754	8,561,410	(2,025,344)
Fund Type: 7E EXPENDABLE TRUST FUNDS				
BEQ BEQUESTS FUND	6,322,334	688,525	1,405,648	717,123
GIF GIFT FUND	0	463,351	5,199,735	4,736,384
Fund Type: 7E EXPENDABLE TRUST FUNDS	6,322,334	1,151,876	6,605,383	5,453,507
Fund Type: 7P PENSION TRUST FUNDS				
RET EMPLOYEES' RETIREMENT SYSTEM	12,135,725	13,577,692	14,812,423	1,234,731
Fund Type: 7P PENSION TRUST FUNDS	12,135,725	13,577,692	14,812,423	1,234,731
Revenue Subtotals	5,557,744,062	5,511,748,129	5,794,877,926	283,129,797
Less Interfund and Intrafund Transfers	(812,187,679)	(712,236,610)	(777,708,350)	(65,471,740)
Net Sources	4,745,556,383	4,799,511,519	5,017,169,576	217,658,057

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : A PUBLIC PROTECTION				
ADULT PROBATION				
ADMINISTRATION	2,323,633	1,503,115	1,583,957	80,842
COMMUNITY SERVICES	6,169,712	6,305,933	6,231,073	(74,860)
PRE-SENTENCING INVESTIGATION	1,642,337	1,909,990	2,502,657	592,667
ADULT PROBATION	10,135,682	9,719,038	10,317,687	598,649
DISTRICT ATTORNEY				
ADMINISTRATION	832,763	791,511	701,437	(90,074)
CAREER CRIMINAL PROSECUTION	770,122	735,255	729,765	(5,490)
CHILD ABDUCTION	694,077	725,225	748,802	23,577
FAMILY VIOLENCE PROGRAM	465,178	470,230	483,869	13,639
FELONY PROSECUTION	18,027,204	17,139,459	17,022,236	(117,223)
IPP / SUBPOENA PROGRAM	297,765	328,954	343,643	14,689
MISDEMEANOR PROSECUTION	1,733,251	1,632,195	2,347,751	715,556
SUPPORT SERVICES	2,316,734	2,105,848	2,356,614	250,766
WORK ORDERS & GRANTS	7,439,627	6,728,334	6,411,224	(317,110)
DISTRICT ATTORNEY	32,576,721	30,657,011	31,145,341	488,330
EMERGENCY COMMUNICATIONS DEPARTMENT				
911 PROJECT	7,625,138	8,589,083	6,820,089	(1,768,994)
CITYWIDE RADIO SYSTEM	3,304,610	42,000	42,000	0
EMERGENCY COMMUNICATIONS	25,382,532	25,318,667	34,438,629	9,119,962
EMERGENCY SERVICES COORDINATION	0	682,112	647,782	(34,330)
FALSE ALARM PREVENTION	44,834	362,076	356,888	(5,188)
EMERGENCY COMMUNICATIONS DEPARTMENT	36,357,114	34,993,938	42,305,388	7,311,450
FIRE DEPARTMENT				
ADMINISTRATION	13,114,700	12,748,494	13,669,932	921,438
AIRPORT SERVICES	10,960,549	10,729,334	11,549,467	820,133
FIREBOAT	1,765,268	1,693,435	2,130,538	437,103
GRANT SERVICES	488,504	0	0	0
INVESTIGATION	1,718,530	1,556,423	1,623,314	66,891
PREVENTION	6,034,206	5,824,867	6,215,862	390,995
SUPPORT SERVICES	11,990,126	9,429,037	9,083,913	(345,124)
SUPPRESSION	170,079,385	162,164,489	155,526,820	(6,637,669)
TRAINING BUREAU	3,564,154	5,207,445	6,308,151	1,100,706
WORK ORDER SERVICES	6,385,411	6,796,727	7,386,287	589,560
FIRE DEPARTMENT	226,100,833	216,150,251	213,494,284	(2,655,967)

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : A PUBLIC PROTECTION				
JUVENILE PROBATION				
ADMINISTRATION	5,642,567	5,464,787	5,716,624	251,837
CHILDREN'S BASELINE	1,158,562	1,699,493	1,706,031	6,538
CHILDREN'S SVCS - NON-CHILDREN'S FUND	171,872	194,000	194,000	0
JUVENILE HALL	9,614,177	8,688,824	9,767,583	1,078,759
LOG CABIN RANCH	2,153,867	1,659,046	1,662,868	3,822
PROBATION SERVICES	9,747,578	11,877,126	10,916,208	(960,918)
JUVENILE PROBATION	28,488,623	29,583,276	29,963,314	380,038
POLICE				
AIRPORT POLICE	25,781,664	27,259,133	30,645,388	3,386,255
FINGERPRINT	1,085,825	2,051,901	1,775,000	(276,901)
INVESTIGATIONS	51,385,135	30,638,928	33,597,671	2,958,743
NARCOTICS FORFEITURE	517,639	656,468	886,076	229,608
OFFICE OF CITIZEN COMPLAINTS	2,812,698	2,896,261	2,951,116	54,855
OFFICE OF EMERGENCY SERVICE	136,658	0	0	0
OPERATIONS & ADMINISTRATION	47,201,991	49,346,196	44,717,023	(4,629,173)
PATROL	155,827,761	142,096,582	152,746,323	10,649,741
POLICE OPERATIONS	0	0	321,696	321,696
POLICE OPERATIONS	74,108	100,000	325,466	225,466
POLICE SERVICES	106,712	110,000	120,000	10,000
RECRUITMENT & EXAMINATION	1,383,969	2,156,173	1,647,494	(508,679)
SAFE CONTRACT	628,674	633,123	495,123	(138,000)
SENIOR ESCORT SERVICE	1,172,706	0	0	0
SFPD-CRIME PHOTO LABS-CRI	154,471	0	748,738	748,738
SPECIAL OPERATIONS	9,285,481	24,225,390	26,224,386	1,998,996
VEHICLE THEFT ABATEMENT	504,211	176,506	500,083	323,577
WORK ORDER SERVICES	6,082,348	12,376,809	10,844,434	(1,532,375)
POLICE	304,142,051	294,723,470	308,546,017	13,822,547
PUBLIC DEFENDER				
CRIMINAL & SPECIAL DEFENSE	13,335,426	15,825,238	16,355,814	530,576
GRANT SERVICES	600,938	180,229	290,705	110,476
PUBLIC DEFENDER	13,936,364	16,005,467	16,646,519	641,052

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : A PUBLIC PROTECTION				
SHERIFF				
ADMINISTRATION	9,282,262	8,543,237	8,824,227	280,990
COURT SECURITY & PROCESS	7,874,144	7,548,814	7,646,861	98,047
CUSTODY & JAIL PROGRAMS	70,593,691	62,662,354	97,436,299	34,773,945
FACILITIES & EQUIPMENT	1,113,550	4,767,872	5,241,344	473,472
PROGRAMS	12,232,907	10,532,085	8,505,765	(2,026,320)
RECRUITMENT & TRAINING	5,619,138	2,612,811	3,081,438	468,627
SECURITY SERVICES	6,471,202	10,756,466	11,192,393	435,927
SHERIFF FIELD SERVICES	1,917,744	4,519,632	4,459,536	(60,096)
SHERIFF	115,104,638	111,943,271	146,387,863	34,444,592
TRIAL COURTS				
CHILD SUPPORT SERVICES - TRIAL COURTS	1,507,464	1,498,037	1,560,422	62,385
COURT HOUSE DEBT SERVICE	6,125,349	5,476,666	8,819,756	3,343,090
DISPUTE RESOLUTION PROGRAM	334,823	353,746	353,746	0
INDIGENT DEFENSE / GRAND JURY	8,249,920	7,238,801	7,238,801	0
SUBSTANCE ABUSE - COMMUNITY CARE	(17,405)	0	0	0
SUPERIOR COURT SERVICES	370,789	221,518	0	(221,518)
TRIAL COURT SERVICES	24,993,410	25,186,131	25,188,799	2,668
TRIAL COURTS	41,564,350	39,974,899	43,161,524	3,186,625
Service Area : A Subtotals	808,406,376	783,750,621	841,967,937	58,217,316

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE				
AIRPORT				
ADMINISTRATION, BUSINESS	393,931,299	440,342,650	430,137,708	(10,204,942)
DEPARTMENTAL FUND TRANSFER	327,324	0	0	0
FACILITIES MAINTENANCE, CONSTRUCTION	70,754,632	97,459,544	117,470,939	20,011,395
PUC GENERAL MANAGEMENT	8,903	0	0	0
SAFETY & SECURITY	46,686,324	29,791,758	31,281,229	1,489,471
AIRPORT	511,708,482	567,593,952	578,889,876	11,295,924
BOARD OF APPEALS				
APPEALS PROCESSING	418,479	455,341	472,942	17,601
BOARD OF APPEALS	418,479	455,341	472,942	17,601
CLEAN WATER				
WATER POLLUTION CONTROL	(58,661,992)	(14,493,600)	(15,218,300)	(724,700)
CLEAN WATER	(58,661,992)	(14,493,600)	(15,218,300)	(724,700)
DEPARTMENT OF BUILDING INSPECTION				
ADMINISTRATION	3,627,923	8,181,970	10,369,129	2,187,159
INSPECTION SERVICES	16,084,285	16,572,215	17,888,094	1,315,879
PERMIT SERVICES	11,115,277	10,475,495	12,395,443	1,919,948
RESIDENTIAL HOTEL PRESERVATION	0	1,500,000	0	(1,500,000)
DEPARTMENT OF BUILDING INSPECTION	30,827,485	36,729,680	40,652,666	3,922,986

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE				
DEPARTMENT OF PUBLIC WORKS				
ADMINISTRATION	15,160,609	22,557,977	22,452,798	(105,179)
ADMINISTRATIVE SERVICES - ADMINISTRATION	636,087	261,000	0	(261,000)
ARCHITECTURE	1,332,484	3,802,286	3,899,988	97,702
BUILDING REPAIR & MAINTENANCE	45,887,818	36,751,892	39,318,461	2,566,569
BUREAU OVERHEAD	13,774,092	1,339,098	1,401,240	62,142
CITY CAPITAL PROJECTS	12,160,980	6,274,139	5,559,215	(714,924)
COMMUNITY DEVELOPMENT	0	0	250,000	250,000
CONSTRUCTION INSPECTION	1,031,275	0	0	0
CONSTRUCTION MANAGEMENT SERVICES	876,501	5,292,456	5,772,729	480,273
CRIMINAL JUSTICE	15,473	0	0	0
DISABILITY ACCESS	1,904	0	0	0
ENGINEERING	1,516,039	6,811,170	6,893,830	82,660
ENGINEERING & MAINTENANCE	7,913	0	0	0
LAGUNA HONDA - LONG TERM CARE	12,194	0	0	0
LONG RANGE PLANNING & POLICY	19,443	0	0	0
NEIGHBORHOOD BEAUTIFICATION	0	1,145,419	425,000	(720,419)
SFGH - ACUTE CARE - HOSPITAL	7,290	0	0	0
STREET & SEWER REPAIR	9,630,349	20,604,936	21,122,179	517,243
STREET ENVIRONMENTAL SERVICES	30,983,624	36,206,436	37,748,989	1,542,553
STREET USE MANAGEMENT	5,217,125	12,152,841	12,810,858	658,017
URBAN FORESTRY	5,166,554	4,960,823	5,041,626	80,803
WATER SUPPLY & TREATMENT	139,572	0	0	0
DEPARTMENT OF PUBLIC WORKS	143,577,326	158,160,473	162,696,913	4,536,440
ECONOMIC & WORKFORCE DEVELOPMENT				
ECONOMIC DEVELOPMENT	2,612,817	967,660	1,411,486	443,826
PUBLIC FINANCE PROGRAMS	880,874	477,365	641,834	164,469
SMALL BUSINESS AFFAIRS	401,959	406,214	396,819	(9,395)
TREASURE ISLAND	82,914	0	0	0
ECONOMIC & WORKFORCE DEVELOPMENT	3,978,564	1,851,239	2,450,139	598,900
HETCH HETCHY				
POWER & WATER SUPPLY OPERATIONS	(26,027,315)	(38,904,432)	(36,550,000)	2,354,432
HETCH HETCHY	(26,027,315)	(38,904,432)	(36,550,000)	2,354,432

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE				
MTA - MUNICIPAL RAILWAY				
MUNI CONSTRUCTION	0	0	(5,455,683)	(5,455,683)
MUNI EXECUTIVE OFFICE, SECURITY, SAFETY	(515,897)	(300,000)	(300,000)	0
MUNI FINANCE & ADMINISTRATION	(10,457,344)	(9,880,743)	(9,880,743)	0
MUNI-WIDE SERVICES	(250,000)	(175,000)	(8,975,000)	(8,800,000)
MTA - MUNICIPAL RAILWAY	(11,223,241)	(10,355,743)	(24,611,426)	(14,255,683)
MTA - PARKING & TRAFFIC				
PARKING & TRAFFIC ENFORCEMENT	(666,227)	0	(3,772,345)	(3,772,345)
PARKING GARAGES, LOTS & METERS	(150,000)	(2,467,608)	(650,000)	1,817,608
TRAFFIC ENGINEERING & OPERATIONS	(2,824,755)	(4,210,377)	(120,000)	4,090,377
MTA - PARKING & TRAFFIC	(3,640,982)	(6,677,985)	(4,542,345)	2,135,640
MUNICIPAL TRANSPORTATION AGENCY				
CALTRAIN JOINT POWERS BOARD	0	0	6,337,070	6,337,070
FAST PASS ON BART	0	0	9,437,653	9,437,653
LEGAL	0	0	15,898,811	15,898,811
MIRD-OPERATIONS DIVISION (OP)	8,836	0	0	0
MUNI CAPITAL PLANNING & EXTERNAL	7,725,499	2,382,238	1,758,088	(624,150)
MUNI CONSTRUCTION	418,210	3,902,670	16,016,428	12,113,758
MUNI EXECUTIVE OFFICE, SECURITY, SAFETY	16,187,316	17,487,045	17,208,224	(278,821)
MUNI FINANCE & ADMINISTRATION	27,253,313	26,514,784	26,749,811	235,027
MUNI HUMAN RESOURCES	6,061,078	6,657,452	5,837,110	(820,342)
MUNI MAINTENANCE	115,516,733	118,852,122	121,081,305	2,229,183
MUNI SERVICE OPERATIONS & SCHEDULES	28,824,590	27,323,197	25,971,701	(1,351,496)
MUNI TRANSPORTATION	181,308,652	180,679,741	182,492,045	1,812,304
MUNI-WIDE BENEFITS	11,755,747	16,657,685	25,949,568	9,291,883
MUNI-WIDE SERVICES	22,184,374	32,602,716	11,807,968	(20,794,748)
PARATRANSIT	18,581,338	20,073,976	20,073,976	0
PARKING & TRAFFIC ADMINISTRATION	5,149,761	4,330,079	5,377,496	1,047,417
PARKING & TRAFFIC ENFORCEMENT	27,958,172	26,799,930	34,194,688	7,394,758
PARKING CITATIONS	11,136,740	10,828,050	11,462,452	634,402
PARKING GARAGES, LOTS & METERS	37,411,002	25,013,128	22,846,416	(2,166,712)
RESIDENTIAL PERMIT PARKING	714,331	812,681	1,017,165	204,484
TAXI ENFORCEMENT	1,226,727	1,299,204	1,581,920	282,716
TRAFFIC ENGINEERING & OPERATIONS	18,068,461	16,558,948	13,242,192	(3,316,756)
WORKERS COMPENSATION	21,913,606	21,746,365	24,025,000	2,278,635
MUNICIPAL TRANSPORTATION AGENCY	559,404,486	560,522,011	600,367,087	39,845,076

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE				
PORT				
ADMINISTRATION	18,887,206	19,419,202	18,808,854	(610,348)
ENGINEERING & MAINTENANCE	28,224,604	25,513,221	23,904,604	(1,608,617)
MARITIME OPERATIONS & MARKETING	1,533,682	1,579,860	1,584,249	4,389
PLANNING & DEVELOPMENT	1,722,723	1,903,990	1,933,277	29,287
REAL ESTATE & ASSET MANAGEMENT	7,751,717	10,458,461	9,049,206	(1,409,255)
PORT	58,119,932	58,874,734	55,280,190	(3,594,544)
PUBLIC UTILITIES				
CUSTOMER SERVICES	9,198,539	9,928,314	10,004,057	75,743
ENGINEERING & CONSTRUCTION	12,222,877	34,874,510	39,515,943	4,641,433
ENVIRONMENTAL REGULATION & MANAGEMENT	5,713,583	6,610,598	6,942,489	331,891
FINANCE	5,081,732	6,566,421	6,185,064	(381,357)
HETCH HETCHY CAPITAL PROJECTS	26,473,912	37,623,667	33,005,000	(4,618,667)
HETCH HETCHY PROJECT OPERATIONS	208,805	0	0	0
HUMAN RESOURCES	3,888,813	4,448,978	4,338,592	(110,386)
INFORMATION TECHNOLOGY	10,405,619	13,741,091	13,343,279	(397,812)
LHP ADMIN & STREETLIGHT MAINTENANCE	245,534	2,257,421	2,180,268	(77,153)
LIGHT, HEAT & POWER	73,952,151	75,079,031	69,097,291	(5,981,740)
OPERATIONS ADMINISTRATION	0	1,755,818	1,821,501	65,683
POWER & WATER SUPPLY OPERATIONS	109,800,618	143,595,089	139,906,888	(3,688,201)
PUC GENERAL MANAGEMENT	11,373,796	13,376,056	15,273,581	1,897,525
REAL ESTATE	1,073,803	1,248,170	1,372,998	124,828
SOLAR POWER PROGRAM	0	1,280,765	3,545,000	2,264,235
STREETLIGHT MAINTENANCE	1,599,860	0	0	0
SYSTEM PLANNING / REGULATORY CONTROL	2,248,315	2,876,029	2,920,744	44,715
WATER (IN-CITY) DISTRIBUTION	128,049,827	133,342,056	139,624,616	6,282,560
WATER CAPITAL PROJECTS	57,475,836	39,481,000	73,914,000	34,433,000
WATER GENERAL	36,483,351	0	0	0
WATER POLLUTION CONTROL	198,764,800	161,936,565	198,589,924	36,653,359
WATER QUALITY	13,380,645	17,036,345	17,155,501	119,156
WATER SUPPLY & TREATMENT	47,710,721	53,192,528	58,029,634	4,837,106
DEPARTMENTAL TRANSFER ADJUSTMENT	(101,586,138)	(151,902,724)	(123,296,389)	28,606,335
PUBLIC UTILITIES	653,766,999	608,347,728	713,469,981	105,122,253

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE				
TELECOMMUNICATIONS & INFORMATION SVCS				
ADMINISTRATION	22,759,462	23,164,294	20,932,347	(2,231,947)
CRIMINAL JUSTICE	869,550	0	0	0
OPERATIONS & INFRASTRUCTURE	26,199,592	28,152,733	24,939,779	(3,212,954)
POLICY & PLANNING	2,223,033	2,309,130	1,783,505	(525,625)
TECHNOLOGY SERVICES	16,707,357	11,700,126	11,739,488	39,362
TECHNOLOGY SERVICES: PUBLIC SAFETY SUPP	7,578,737	7,877,240	7,744,979	(132,261)
TELECOMMUNICATIONS & INFORMATION SVCS	76,337,731	73,203,523	67,140,098	(6,063,425)
WATER DEPARTMENT				
WATER (IN-CITY) DISTRIBUTION	(65,177,590)	(25,581,000)	(25,800,000)	(219,000)
WATER DEPARTMENT	(65,177,590)	(25,581,000)	(25,800,000)	(219,000)
Service Area : B Subtotals	1,873,408,364	1,969,725,921	2,114,697,821	144,971,900

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT				
CHILD SUPPORT SERVICES				
CASES CONSORTIUM	10,986,435	18,681,557	2,409,787	(16,271,770)
CHILD SUPPORT SERVICES	13,876,997	12,222,705	12,269,250	46,545
CHILD SUPPORT SERVICES	24,863,432	30,904,262	14,679,037	(16,225,225)
CHILDREN & FAMILIES COMMISSION				
CHILDREN & FAMILIES	5,790,479	7,591,000	7,758,364	167,364
CHILDREN & FAMILIES COMMISSION	5,790,479	7,591,000	7,758,364	167,364
CHILDREN, YOUTH & THEIR FAMILIES				
CHILDREN'S BASELINE	13,111,489	15,141,857	21,628,363	6,486,506
CHILDREN'S FUND PROGRAMS	30,293,507	27,348,168	26,626,014	(722,154)
CHILDREN'S SVCS - NON-CHILDREN'S FUND	3,330,618	1,894,095	2,023,107	129,012
CHILDREN, YOUTH & THEIR FAMILIES	46,735,614	44,384,120	50,277,484	5,893,364
COUNTY EDUCATION OFFICE				
COUNTY EDUCATION SERVICES	69,059	68,296	69,023	727
COUNTY EDUCATION OFFICE	69,059	68,296	69,023	727
DEPARTMENT OF THE STATUS OF WOMEN				
CHILDREN'S BASELINE	0	194,781	194,781	0
DOMESTIC VIOLENCE	255,266	184,000	306,500	122,500
STATUS OF WOMEN	2,572,018	2,364,542	1,946,616	(417,926)
DEPARTMENT OF THE STATUS OF WOMEN	2,827,284	2,743,323	2,447,897	(295,426)
ENVIRONMENT				
CLEAN AIR	689,365	648,723	1,414,014	765,291
CLIMATE CHANGE / ENERGY	6,386,386	1,208,719	772,963	(435,756)
ENVIRONMENT	4,271,508	1,615,721	2,209,957	594,236
ENVIRONMENT - OUTREACH	1,497,239	1,546,813	1,460,396	(86,417)
ENVIRONMENTAL JUSTICE	16,302	9,275	2	(9,273)
GREEN BUILDING	96,039	182,563	352,734	170,171
RECYCLING	1,033,608	2,191,535	3,212,010	1,020,475
SOLID WASTE MANAGEMENT	1,426,484	929,401	434,331	(495,070)
TOXICS	686,520	975,347	1,003,004	27,657
URBAN FORESTRY	44,985	94,929	102,204	7,275
ENVIRONMENT	16,148,436	9,403,026	10,961,615	1,558,589

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT				
HUMAN RIGHTS				
HUMAN RIGHTS	4,582,772	4,200,963	4,189,146	(11,817)
HUMAN RIGHTS	4,582,772	4,200,963	4,189,146	(11,817)
HUMAN SERVICES				
ADMINISTRATION	66,944,762	64,016,257	64,861,821	845,564
ADULT SERVICES	96,752,453	109,632,479	113,754,220	4,121,741
CALWORKS	55,800,512	53,528,996	60,623,243	7,094,247
CHILDREN'S BASELINE	16,879,429	19,375,139	14,593,910	(4,781,229)
COUNTY ADULT ASSISTANCE PROGRAM	55,713,723	60,030,611	54,420,315	(5,610,296)
DISABLED CHILDREN/POOR/NEEDY SERVICES	0	0	2,400,000	2,400,000
FAMILY & CHILDREN SERVICE	127,965,848	137,391,975	134,539,649	(2,852,326)
FOOD STAMPS	11,775,189	11,077,021	10,854,751	(222,270)
HOUSING & HOMELESSNESS	39,118,659	39,933,552	51,298,182	11,364,630
MEDI - CAL	18,480,866	19,385,471	20,383,877	998,406
REFUGEE RESETTLEMENT	549,265	941,461	824,009	(117,452)
WORKFORCE DEVELOPMENT	9,922,357	10,541,418	12,260,881	1,719,463
HUMAN SERVICES	499,903,063	525,854,380	540,814,858	14,960,478
RENT ARBITRATION BOARD				
RENT BOARD	4,074,172	4,637,520	4,427,443	(210,077)
RENT ARBITRATION BOARD	4,074,172	4,637,520	4,427,443	(210,077)
Service Area : C Subtotals	604,994,311	629,786,890	635,624,867	5,837,977

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : D COMMUNITY HEALTH				
PUBLIC HEALTH				
ADMINISTRATION	100,543,589	126,701,190	125,862,430	(838,760)
CHILDREN'S BASELINE	37,065,329	33,705,989	37,262,516	3,556,527
DISEASE CONTROL	18,728,743	19,939,966	19,404,013	(535,953)
EMERGENCY MEDICAL SERVICES AGENCY	2,604,943	1,682,904	1,818,621	135,717
ENVIRONMENTAL HEALTH SERVICES	14,110,636	12,716,772	13,238,282	521,510
HEALTH AT HOME	4,706,993	4,109,138	7,229,752	3,120,614
HEALTH PROMOTION & PREVENTION	7,681,978	6,111,905	5,998,973	(112,932)
HIV/AIDS	68,600,359	67,195,039	68,640,857	1,445,818
HOUSING & URBAN HEALTH	10,118,396	12,515,182	13,810,833	1,295,651
JAIL HEALTH SERVICES	27,000,323	21,730,183	12,282,853	(9,447,330)
LAGUNA HONDA - LONG TERM CARE	146,238,450	143,683,465	147,924,453	4,240,988
LAGUNA HONDA HOSP - ACUTE CARE	1,560,761	1,880,203	1,814,043	(66,160)
LAGUNA HONDA HOSP - COMM SUPPORT CARE	1,106,928	1,119,512	1,129,850	10,338
MATERNAL & CHILD HEALTH	12,731,277	17,477,109	20,234,330	2,757,221
MENTAL HEALTH - ACUTE CARE	2,253,626	4,527,077	4,527,077	0
MENTAL HEALTH - CHILDREN'S PROGRAM	10,319,610	22,108,014	26,985,747	4,877,733
MENTAL HEALTH - COMMUNITY CARE	114,191,796	107,869,725	101,842,164	(6,027,561)
MENTAL HEALTH - LONG TERM CARE	15,928,364	14,968,978	15,165,824	196,846
OCCUPATIONAL SAFETY & HEALTH	1,262,752	1,381,149	1,434,150	53,001
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	42,028,485	38,932,659	32,674,804	(6,257,855)
SFGH - ACUTE CARE - HOSPITAL	296,290,909	304,086,569	322,541,855	18,455,286
SFGH - ACUTE CARE - JAILS	2,173,601	2,214,037	2,500,000	285,963
SFGH - ACUTE CARE - PSYCHIATRY	30,286,136	24,049,009	25,187,489	1,138,480
SFGH - AMBU CARE - HOSPITAL CLINICS	13,513,886	8,158,187	8,866,671	708,484
SFGH - AMBU CARE - METHADONE CLINIC	1,149,693	1,723,671	1,760,756	37,085
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	2,826,738	2,864,690	3,071,813	207,123
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	5,419,096	4,553,144	4,774,107	220,963
SFGH - EMERGENCY - TRAUMA	17,174,290	14,431,686	15,815,060	1,383,374
SFGH - LONG TERM CARE - MHRF	13,887,698	14,491,789	13,300,940	(1,190,849)
SUBSTANCE ABUSE - COMMUNITY CARE	63,380,869	61,907,801	58,669,752	(3,238,049)
DEPARTMENTAL TRANSFER ADJUSTMENT	(98,224,658)	(98,224,658)	(98,224,658)	0
PUBLIC HEALTH	986,661,596	1,000,612,084	1,017,545,357	16,933,273
Service Area : D Subtotals	986,661,596	1,000,612,084	1,017,545,357	16,933,273

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : E CULTURE & RECREATION				
ACADEMY OF SCIENCES				
ACADEMY OF SCIENCES	1,953,726	1,899,291	1,272,765	(626,526)
ACADEMY OF SCIENCES	1,953,726	1,899,291	1,272,765	(626,526)
 ARTS COMMISSION				
ADMINISTRATION	950,023	766,041	482,667	(283,374)
ADMINISTRATION	15,132	0	0	0
CIVIC COLLECTION	233,566	10,000	136,000	126,000
COMMUNITY ARTS & EDUCATION	3,051,019	2,871,003	2,731,339	(139,664)
CULTURAL EQUITY	2,117,151	1,993,000	1,937,970	(55,030)
GALLERY	131,991	15,000	15,000	0
GRANTS FOR THE ARTS	13,642,518	14,322,000	12,850,907	(1,471,093)
MUNICIPAL SYMPHONY CONCERTS	1,180,015	1,211,979	1,235,252	23,273
PUBLIC ART	1,411,588	588,778	631,217	42,439
STREET ARTISTS	170,529	156,317	164,686	8,369
ARTS COMMISSION	22,903,532	21,934,118	20,185,038	(1,749,080)
 ASIAN ART MUSEUM				
ASIAN ART MUSEUM	5,665,735	7,860,723	7,460,276	(400,447)
ASIAN ART MUSEUM	5,665,735	7,860,723	7,460,276	(400,447)
 FINE ARTS MUSEUM				
ADMISSIONS	1,638,816	1,377,500	1,160,000	(217,500)
OPER & MAINT OF MUSEUMS	4,382,808	4,565,000	5,388,932	823,932
FINE ARTS MUSEUM	6,021,624	5,942,500	6,548,932	606,432
 LAW LIBRARY				
LAW LIBRARY	494,607	512,962	520,108	7,146
LAW LIBRARY	494,607	512,962	520,108	7,146

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : E CULTURE & RECREATION				
PUBLIC LIBRARY				
ADMINISTRATION	2,398,167	2,933,834	3,331,242	397,408
BRANCH LIBRARIES	12,987,429	14,279,780	12,637,546	(1,642,234)
CHILDREN'S BASELINE	5,590,845	5,775,031	5,976,881	201,850
CHILDREN'S SVCS - CHILDREN'S FUND	345,044	910,351	420,750	(489,601)
COMMUNITY ARTS & EDUCATION	1,027	0	0	0
INFORMATION & RESOURCE MANAGEMENT	5,184,751	5,405,491	5,658,280	252,789
INFORMATION TECHNOLOGY	3,323,455	3,094,761	3,565,796	471,035
MAIN LIBRARY	13,214,641	12,465,934	15,162,714	2,696,780
OPERATIONS & MAINTENANCE	8,966,271	7,137,498	7,307,777	170,279
PUBLIC AFFAIRS	1,019,045	1,039,007	1,118,291	79,284
TECHNICAL SERVICES	3,702,770	3,840,153	3,793,176	(46,977)
PUBLIC LIBRARY	56,733,445	56,881,840	58,972,453	2,090,613
RECREATION & PARK				
ADMINISTRATION	11,699,532	15,279,908	15,862,546	582,638
CAPITAL PROJECTS	18,650,770	21,443,621	16,207,913	(5,235,708)
CHILDREN'S BASELINE	12,579,567	13,735,462	12,112,470	(1,622,992)
CHILDREN'S SVCS - NON-CHILDREN'S FUND	272,531	272,244	343,000	70,756
CITYWIDE FACILITIES	15,725,138	19,659,221	19,757,627	98,406
CITYWIDE SERVICES	4,442,183	11,279,454	12,825,656	1,546,202
GOLDEN GATE PARK	7,968,213	10,029,036	11,130,924	1,101,888
NEIGHBORHOOD SERVICES	24,586,835	22,695,210	22,755,971	60,761
PARK PRESERVATION	(224,809)	0	0	0
STRUCTURAL MAINTENANCE	7,429,312	9,428,219	8,976,224	(451,995)
ZOO OPERATIONS	(560,977)	0	0	0
DEPARTMENTAL TRANSFER ADJUSTMENT	0	0	(18,131,353)	(18,131,353)
RECREATION & PARK	102,568,295	123,822,375	101,840,978	(21,981,397)
WAR MEMORIAL				
WAR MEMORIAL OPERATIONS & MAINTENANCE	10,461,478	10,849,691	10,529,562	(320,129)
WAR MEMORIAL	10,461,478	10,849,691	10,529,562	(320,129)
Service Area : E Subtotals	206,802,442	229,703,500	207,330,112	(22,373,388)

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : F GENERAL ADMINISTRATION & FINANCE				
ADMINISTRATIVE SERVICES				
ADMINISTRATIVE SERVICES - ADMINISTRATION	3,084,443	2,280,693	2,687,501	406,808
ANIMAL CARE & CONTROL	3,201,702	3,078,916	3,098,583	19,667
CENTRAL SHOPS	28,232	0	0	0
CITY ADMINISTRATOR SUPPORT	365,710	241,131	462,755	221,624
CITY CAPITAL PROJECTS	302,742	0	0	0
CLEAN AIR	60,500	0	0	0
CONSUMER ASSURANCE	1,660,696	1,405,443	206,621	(1,198,822)
CONVENTION FACILITIES PROGRAM MANAGEMENT	9,900,000	0	0	0
COUNTY CLERK SERVICES	619,315	688,950	718,355	29,405
DISABILITY ACCESS	2,677,276	1,023,038	1,588,127	565,089
ENTERTAINMENT	0	913,492	881,765	(31,727)
FACILITIES MANAGEMENT & OPERATIONS	6,929,174	7,461,400	7,489,512	28,112
FLEET MANAGEMENT	0	1,880,839	1,881,767	928
GRANTS FOR THE ARTS	217,800	265,000	0	(265,000)
LIVING WAGE / LABOR STANDARDS	827,079	966,738	896,245	(70,493)
MEDICAL EXAMINER - ADMINISTRATION	819,213	657,546	849,576	192,030
MEDICAL EXAMINER - INVESTIGATIVE SVCS	1,384,004	1,300,650	1,391,149	90,299
MEDICAL EXAMINER - MEDICAL SERVICES	2,051,023	2,219,150	2,351,843	132,693
MOSCONE EXPANSION PROJECT	1,228,208	2,600,000	0	(2,600,000)
PROCUREMENT SERVICES	3,406,265	3,263,808	3,271,785	7,977
REAL ESTATE - 1660 MISSION STREET	2,509,873	2,644,710	2,903,779	259,069
REAL ESTATE SERVICES	6,340,052	6,214,747	7,032,488	817,741
REPRODUCTION SERVICES	6,964,067	6,370,622	6,212,743	(157,879)
RISK MANAGEMENT / GENERAL	7,878,273	10,082,924	9,543,380	(539,544)
TOURISM EVENTS & FILM	62,674,108	61,427,665	61,523,983	96,318
VEHICLE & EQUIPMENT MAINT & FUELING	17,269,357	17,508,921	17,814,136	305,215
ADMINISTRATIVE SERVICES	142,399,112	134,496,583	132,806,093	(1,690,490)
ASSESSOR / RECORDER				
PERSONAL PROPERTY	2,082,432	2,169,707	1,882,678	(287,029)
REAL PROPERTY	2,766,963	2,801,989	3,297,498	495,509
RECORDER	2,588,176	2,889,207	3,403,877	514,670
TAX ASSESSMENT	3,513,442	3,487,811	3,575,885	88,074
TECHNICAL SERVICES	939,652	713,195	661,758	(51,437)
ASSESSOR / RECORDER	11,890,665	12,061,909	12,821,696	759,787

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : F GENERAL ADMINISTRATION & FINANCE				
BOARD OF SUPERVISORS				
BOARD OF SUPERVISORS	0	3,798,463	3,882,090	83,627
BUDGET & LEGISLATIVE ANALYSTS	0	2,277,957	2,289,268	11,311
CHILDREN'S BASELINE	186,248	195,376	193,884	(1,492)
CLERK OF THE BOARD	8,217,242	2,866,027	2,607,204	(258,823)
LOCAL AGENCY FORMATION	333,131	403,375	386,415	(16,960)
BOARD OF SUPERVISORS	8,736,621	9,541,198	9,358,861	(182,337)
CITY ATTORNEY				
CLAIMS	4,523,919	4,300,947	4,494,442	193,495
LEGAL INITIATIVES	1,700,000	1,635,000	1,635,000	0
LEGAL SERVICE	47,752,351	40,171,852	44,875,653	4,703,801
SYSTEM PLANNING / REGULATORY CONTROL	1,730	0	0	0
CITY ATTORNEY	53,978,000	46,107,799	51,005,095	4,897,296
CITY PLANNING				
ADMINISTRATION	3,098,230	2,597,264	4,845,886	2,248,622
CURRENT PLANNING	7,787,728	7,893,995	7,132,716	(761,279)
LONG RANGE PLANNING	2,998,188	2,744,602	4,061,588	1,316,986
CITY PLANNING	13,884,146	13,235,861	16,040,190	2,804,329
CIVIL SERVICE				
CIVIL SERVICE	709,492	653,544	684,410	30,866
CIVIL SERVICE	709,492	653,544	684,410	30,866
CONTROLLER				
ACCOUNTING OPERATIONS & SYSTEMS	9,929,342	10,390,593	9,745,797	(644,796)
CITY SERVICES AUDITOR	2,549,323	3,175,470	8,054,930	4,879,460
MANAGEMENT, BUDGET & ANALYSIS	3,419,525	3,032,021	3,406,701	374,680
PAYROLL & PERSONNEL SERVICES	6,295,006	5,699,956	5,515,883	(184,073)
CONTROLLER	22,193,196	22,298,040	26,723,311	4,425,271
ELECTIONS				
ELECTIONS	8,610,553	13,480,709	7,606,335	(5,874,374)
ELECTIONS	8,610,553	13,480,709	7,606,335	(5,874,374)
ETHICS				
ELECTION CAMPAIGN FUND	625,947	159,294	961,187	801,893
ETHICS	730,695	750,224	787,101	36,877
ETHICS	1,356,642	909,518	1,748,288	838,770

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : F GENERAL ADMINISTRATION & FINANCE				
HUMAN RESOURCES				
ADMINISTRATION	4,450,369	3,858,310	5,324,783	1,466,473
EMPLOYEE RELATIONS	4,632,112	2,331,471	2,134,552	(196,919)
EQUAL EMPLOYMENT OPPORTUNITY	674,321	629,448	663,668	34,220
HEALTH SERVICE SYSTEM	6,972,007	6,682,255	5,359,715	(1,322,540)
MANAGEMENT INFORMATION SYSTEM	5,270,663	3,593,213	2,390,061	(1,203,152)
MERIT SERVICE SERVICES	2,824,487	2,700,321	2,627,069	(73,252)
TRAINING & ORGANIZATION DEVELOPMENT	301,135	256,754	145,945	(110,809)
WORKERS COMPENSATION	64,387,474	56,718,235	66,448,951	9,730,716
HUMAN RESOURCES	89,512,568	76,770,007	85,094,744	8,324,737
MAYOR				
CITY ADMINISTRATION	4,847,127	4,369,084	3,883,997	(485,087)
COMMUNITY DEVELOPMENT	6,135,431	0	0	0
CRIMINAL JUSTICE	5,180,040	2,899,050	2,764,124	(134,926)
GRANTS FOR THE ARTS	0	0	0	0
NEIGHBORHOOD BEAUTIFICATION	1,296,886	0	0	0
NEIGHBORHOOD SERVICES	1,231,648	1,106,075	745,766	(360,309)
OFFICE OF EMERGENCY SERVICE	848,995	0	0	0
PUBLIC POLICY & FINANCE	858,762	789,521	856,614	67,093
MAYOR	20,398,889	9,163,730	8,250,501	(913,229)
RETIREMENT SYSTEM				
ADMINISTRATION	720,165	1,066,754	1,211,998	145,244
EMPLOYEE DEFERRED COMPENSATION PLAN	155,419	385,461	342,129	(43,332)
INVESTMENT	1,430,311	1,640,867	1,747,194	106,327
RETIREMENT SERVICES	9,985,249	10,870,071	11,853,231	983,160
RETIREMENT SYSTEM	12,291,144	13,963,153	15,154,552	1,191,399
TREASURER/TAX COLLECTOR				
ADMINISTRATION	2,198,377	1,616,546	1,690,461	73,915
BUSINESS TAX	5,557,302	5,234,571	5,221,864	(12,707)
DELINQUENT REVENUE	3,846,396	4,676,659	5,358,262	681,603
INVESTMENT	701,287	675,203	739,652	64,449
LEGAL SERVICE	619,650	605,732	597,250	(8,482)
PROPERTY TAX/LICENSES	2,436,645	2,482,973	2,435,431	(47,542)
TAX ASSESSMENT	594,995	567,399	591,048	23,649
TAXPAYER ASSISTANCE	853,752	922,782	956,142	33,360
TREASURY	2,429,302	2,472,852	2,589,691	116,839
TREASURER/TAX COLLECTOR	19,237,706	19,254,717	20,179,801	925,084

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : F GENERAL ADMINISTRATION & FINANCE				
Service Area : F Subtotals	405,198,734	371,936,768	387,473,877	15,537,109

Uses by Service Area, Department and Program

Program	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Service Area : G GENERAL CITY RESPONSIBILITIES				
GENERAL CITY RESPONSIBILITY				
GENERAL CITY RESPONSIBILITIES	579,210,756	570,058,794	640,291,112	70,232,318
HOUSING & HOMELESSNESS	0	0	10,054,263	10,054,263
DEPARTMENTAL TRANSFER ADJUSTMENT	(288,228,248)	(282,447,283)	(286,785,727)	(4,338,444)
GENERAL CITY RESPONSIBILITY	290,982,508	287,611,511	363,559,648	75,948,137
Service Area : G Subtotals	290,982,508	287,611,511	363,559,648	75,948,137
Expenditure Subtotals	5,176,454,331	5,273,127,295	5,568,199,619	295,072,324
Less Interdepartmental Recoveries And Transfers	(430,897,948)	(473,615,776)	(551,030,043)	(77,414,267)
Net Uses	4,745,556,383	4,799,511,519	5,017,169,576	217,658,057

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Authorized Positions, Grand Recap Detail

Position Detail	2002-2003 Budget	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
Operating				
Permanent	28,988	28,502	27,782	(720)
Temporary	463	353	353	(1)
Non-Operating				
Grant	487	554	552	(1)
Capital/Other	1,946	1,644	1,680	36
Authorized Positions - subtotal:	31,885	31,054	30,368	(686)
Unfunded Positions				
Attrition Savings	(2,187)	(2,116)	(2,148)	(31)
Capital/Other	(1,946)	(1,644)	(1,680)	(36)
Unfunded Positions - subtotal:	(4,133)	(3,761)	(3,828)	(67)
Net Funded Positions:	27,752	27,293	26,540	(753)

Funded Positions, Grand Recap by Major Service Area and Department Title

Department	2002-2003 Budget	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
A : PUBLIC PROTECTION				
ADULT PROBATION	125	113	111	(1)
DISTRICT ATTORNEY	252	240	241	1
EMERGENCY COMMUNICATIONS DEPARTMENT	181	186	197	11
FIRE DEPARTMENT	1,899	1,835	1,740	(95)
JUVENILE PROBATION	294	271	229	(42)
POLICE	2,688	2,669	2,629	(40)
PUBLIC DEFENDER	112	127	130	3
SHERIFF	983	937	935	(2)
TRIAL COURTS	19	18	18	0
A : PUBLIC PROTECTION TOTAL	6,552	6,395	6,230	(165)
B : PUBLIC WORKS, TRANSPORTATION & COMMERCE				
AIRPORT	1,306	1,214	1,186	(28)
BOARD OF APPEALS	5	4	5	0
DEPARTMENT OF BUILDING INSPECTION	273	259	272	13
DEPARTMENT OF PUBLIC WORKS	1,076	1,055	1,063	8
ECONOMIC & WORKFORCE DEVELOPMENT	18	10	13	3
MUNICIPAL TRANSPORTATION AGENCY	4,573	4,524	4,402	(121)
PORT	235	228	213	(15)
PUBLIC UTILITIES	1,513	1,589	1,575	(14)
TELECOMMUNICATIONS & INFORMATION SVCS	324	313	282	(31)
B : PUBLIC WORKS, TRANSPORTATION & COMMERCE TOTAL	9,322	9,196	9,011	(185)
C : CULTURE & RECREATION				
CHILD SUPPORT SERVICES	140	144	145	0
CHILDREN & FAMILIES COMMISSION	9	10	10	0
CHILDREN, YOUTH & THEIR FAMILIES	36	35	30	(5)
COUNTY EDUCATION OFFICE	1	1	1	0
DEPARTMENT OF THE STATUS OF WOMEN	8	6	6	0
ENVIRONMENT	47	49	52	3
HUMAN RIGHTS	40	39	36	(4)
HUMAN SERVICES	1,744	1,735	1,709	(27)
RENT ARBITRATION BOARD	35	32	32	0
C : CULTURE & RECREATION TOTAL	2,061	2,052	2,020	(32)
D : COMMUNITY HEALTH				
PUBLIC HEALTH	6,246	6,093	5,806	(287)
D : COMMUNITY HEALTH TOTAL	6,246	6,093	5,806	(287)

Funded Positions, Grand Recap by Major Service Area and Department Title

Department	2002-2003 Budget	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
E : CULTURE & RECREATION				
ACADEMY OF SCIENCES	8	7	6	(1)
ARTS COMMISSION	24	27	21	(6)
ASIAN ART MUSEUM	58	69	61	(8)
FINE ARTS MUSEUM	57	55	61	7
LAW LIBRARY	3	3	3	0
PUBLIC LIBRARY	613	617	616	(1)
RECREATION & PARK	982	1,001	952	(49)
WAR MEMORIAL	95	95	95	0
E : CULTURE & RECREATION TOTAL	1,838	1,874	1,815	(60)
F : GENERAL ADMINISTRATION & FINANCE				
ADMINISTRATIVE SERVICES	397	398	377	(21)
ASSESSOR / RECORDER	121	119	122	3
BOARD OF SUPERVISORS	65	65	65	0
CITY ATTORNEY	238	237	232	(5)
CITY PLANNING	136	138	130	(8)
CIVIL SERVICE	7	6	6	0
CONTROLLER	158	141	171	30
ELECTIONS	48	53	37	(15)
ETHICS	12	10	11	1
HUMAN RESOURCES	213	188	172	(16)
MAYOR	72	56	50	(7)
RETIREMENT SYSTEM	77	76	85	8
TREASURER/TAX COLLECTOR	185	192	198	6
F : GENERAL ADMINISTRATION & FINANCE TOTAL	1,729	1,679	1,655	(23)
G : GENERAL CITY RESPONSIBILITIES				
GENERAL CITY RESPONSIBILITY	4	4	4	(1)
G : GENERAL CITY RESPONSIBILITIES TOTAL	4	4	4	(1)
Report Grand Total:	27,752	27,293	26,540	(753)

Departmental Budgets

ACADEMY OF SCIENCES

Mission: The California Academy of Sciences (the Academy) explores and explains the natural world to San Francisco residents and visitors through public exhibits and original scientific research.

Services The Academy comprises the Steinhart Aquarium, the Natural History Museum, and the Morrison Planetarium. It also has eight scientific research departments and hosts numerous public education programs.

For more information, call (415) 321-8000.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$1,953,726	\$1,899,291	\$1,272,765	(\$626,526)	(32.99%)
Total FTE	7.76	6.76	5.76	(1.00)	(14.79%)

Budget Issues and Details

Continuing Academy Operations and Planning for the Future

- ◆ The city funds the operation and maintenance of the Steinhart Aquarium, which houses one of the largest collections of marine species in the nation. The Academy, a nonprofit corporation, manages the Steinhart Aquarium and independently supports the operation of the Natural History Museum, Morrison Planetarium and Science Education and Research divisions. In recognition of the Steinhart Aquarium’s role as a central tourist and cultural attraction, the city intends to transition the Aquarium from General Fund support to hotel tax funding in 2004-2005.
- ◆ By the start of 2004-2005, the Academy will have completed its relocation from Golden Gate Park to its temporary South of Market location, where it will stay during the life of the replacement project. The temporary facility will house several of the Academy’s signature exhibits—including the Steinhart Aquarium—as well as a two-story coral tank, a natural-history changing-exhibit space, libraries, a classroom and naturalist center. The South of Market location will contain nearly 18 million scientific research specimens and 70 percent of the current living collection; several large sharks, alligators and other animals will be relocated to other aquariums and zoos. The Academy will continue to conduct educational lectures and outreach programs throughout San Francisco and the Bay Area.

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Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Academy Of Sciences				
Ensure that visitors are satisfied with the services provided by the Aquarium				
• Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	96%	65%	95%	65%
• Percentage of visitor complaints addressed within five days	99%	100%	100%	100%
Keep the Aquarium displays functioning and open to the public				
• Number of exhibit days	365	275	245	365
• Number of visitors (adults & children)	717,285	380,000	435,000	285,000
• Number of schoolchildren reached	244,640	130,000	125,000	125,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	7.76	6.76	5.76	(1.00)
Net Operating Positions	7.76	6.76	5.76	(1.00)
SOURCES				
Local Taxes	0	0	1,272,765	1,272,765
General Fund Support	1,953,726	1,899,291	0	(1,899,291)
Sources Total	1,953,726	1,899,291	1,272,765	(626,526)
USES-OPERATING EXPENDITURES				
Salaries And Wages	532,394	461,358	398,350	(63,008)
Fringe Benefits	143,072	82,939	92,408	9,469
Professional & Contractual Services	824,825	771,094	660,037	(111,057)
Services Of Other Departments	439,307	533,900	121,970	(411,930)
Uses-operating Expenditure Total	1,939,598	1,849,291	1,272,765	(576,526)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	14,128	50,000	0	(50,000)
Uses-project Expenditure Total	14,128	50,000	0	(50,000)
EXPENDITURE BY PROGRAM RECAP				
Academy Of Sciences	1,953,726	1,899,291	1,272,765	(626,526)
Expenditure By Program Recap Total	1,953,726	1,899,291	1,272,765	(626,526)

ADMINISTRATIVE SERVICES

Mission The Department of Administrative Services manages and oversees the operations of a wide range of city departments, offices and programs, including: Animal Care and Control, Consumer Assurance, Convention Facilities, Medical Examiner, Office of Contract Administration, County Clerk, Disability Office, Fleet Management, Real Estate, Reproduction and Mail Services and Risk Management. The department is dedicated to efficiently responding to customers' needs in a timely manner while complying with legal mandates.

Services The department processes all city purchase requests, manages city property, performs printing and mailing services for all city departments, maintains the city's auto fleet, maintains and manages all required city insurance policies, administers wedding and other registration services and provides the services described for all other Administrative Services offices.

For more information, call (415) 554-6171.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003—2004	
				Nominal	Percent
Total Expenditures	\$142,339,112	\$131,181,214	\$132,806,093	\$1,624,879	1.24%
Total FTE	396.87	397.86	377.23	(20.63)	(5.19%)

Budget Issues and Details

Achieving Management and Administrative Efficiencies

- ◆ Over the past two years, the Department of Administrative Services reduced management and administrative support staffing by 10 percent. In 2004–2005, the department will reduce staff by an additional 20 percent—for a total decrease over the past three years of 30 percent—and achieve cost savings of nearly \$1.1 million. Despite these reductions, the department will maintain necessary staffing for direct services and operations. Many of these efficiencies are outlined below.

Consolidating Functions Across Departments

- ◆ The 2004–2005 budget for Administrative Services reflects a variety of organizational changes that consolidate functions from other departments into Administrative Services, or consolidate functions from Administrative Services into other departments to achieve savings without a loss of service to the public.
- ◆ The Consumer Assurance division enforces local laws controlling product quality, quantity and pricing. Some of these functions are similar to functions provided by the

Environmental Health division of the Department of Public Health (DPH). By transferring these functions to DPH, Administrative Services is able to eliminate management and administrative expenses, rent and other support while ensuring that inspections continue to protect public health and safety. Taxi meter inspections will be transferred to the Taxi Commission. Administrative Services will continue to operate and oversee the Farmer's Market. These changes will save more than \$500,000 in 2004–2005.

- ◆ In 2004–2005, Administrative Services will house a new Office of Film, Tourism and Events, combining functions currently existing in other venues. In addition to administrative cost savings of approximately \$200,000, this new office will provide a centralized one-stop-shop for individuals and groups interested in hosting business meetings, trade shows or other events at City Hall, Moscone Center or any other city facility. Better coordination will ultimately lead to increased revenues and greater customer satisfaction.

Improving City Vehicle Management

- ◆ The department continues to work on several initiatives to reduce the size and cost of the city's vehicle fleet. In 2003–2004, the number of city vehicles was reduced by 15 percent. During 2004–2005, the city will reduce the fleet by another 15 percent. The department is also working to facilitate maximum use of existing cars, promote the use of transit and city vehicle pools and reduce expensive maintenance costs by removing older vehicles from the city's fleet. This includes coordinating charges for employee parking to ensure fairness among employees, promote transit use and reduce General Fund expenditures.

Maximizing Reuse of Surplus Assets

- ◆ In 2004–2005, Administrative Services plans to modernize and replace the city's central warehouse of surplus equipment with an online "virtual warehouse." The online system will improve the management, disposal and redistribution of city surplus equipment. Rather than physically transporting surplus items to an actual warehouse, departments will post unneeded items on an internal website. This virtual warehouse allows departments to monitor surplus inventory in real time and acquire surplus items directly from other departments. For items not reused internally, the city has arrangements to donate items to nonprofit agencies as well as a contract with an auction company to sell surplus items of sufficient value. Eliminating the existing central warehouse facility will save the city approximately \$125,000 in annual operating costs.

Supporting Contracting Reform

- ◆ Following the Mayor's directive to improve fairness, efficiency and value in city contracting, the department's Purchasing Division is working with the Controller's Office to identify short-term and long-term changes to the city's contracting system. The department's goals are to improve monitoring, increase competition and reduce costs for the city. The department will hire more purchasers to increase citywide efficiency in materials and supplies as well as devote more resources to helping smaller departments put more service contracts through the competitive bidding process. The department will also work to reassign more decision-making authority on smaller

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Animal Care & Control				
Decrease number of animals euthanized				
♦ Percentage of live animal releases	70%	63%	70%	70%
Decrease or maintain average field emergency response time				
♦ Field service emergency response time, in minutes	25	32	25	30
Convention Facilities Program Management				
Operate centers at capacity				
♦ Percentage of capacity -- Moscone Center	92%	92%	92%	92%
♦ Percentage of capacity -- Bill Graham Auditorium	35%	25%	25%	25%
County Clerk Services				
Streamline delivery of county clerk services				
♦ Percentage of customers assisted within ten minutes from the time they are ready to be served	92%	90%	87%	90%
♦ Number of marriage licenses issued	7,741	8,100	10,350	8,000
♦ Number of civil ceremonies performed	3,922	4,000	5,300	3,900
Disability Access				
Conduct required plan and site reviews in a timely manner				
♦ Percentage of requests for plan reviews fulfilled within twenty business days	0%	60%	36%	50%
Facilities Management & Operations				
Keep rental rates for City tenants below area average				
♦ 25 Van Ness rent as a percentage of area average	84%	84%	87%	85%
Fleet Management				
Control citywide vehicle costs by reducing the number of vehicles assigned to departments				
♦ Number of vehicles assigned to departments	1,514	1,287	1,287	1,190
Grants For The Arts				
Promote San Francisco as a tourist destination by supporting the arts and cultural community				
♦ Estimated number of arts and cultural organizations directly and indirectly benefiting from GFTA funding	448	436	436	436

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Living Wage / Labor Standards				
Ensure contractor compliance with the City's compensation and health benefits policies				
♦ Number of contracts audited	73	78	78	80
Ensure contractor compliance with the City's labor standards				
♦ Number of contractor job site inspections	69	52	40	40
Medical Examiner - Medical Services				
Complete forensic investigations in a timely manner				
♦ Percentage of cases reported, investigated and completed within eight weeks	74%	85%	75%	80%
Procurement Services				
Achieve cost savings and make the purchasing process more efficient				
♦ Total spending under term contracts, in millions	\$108.0	\$97.2	\$101.3	\$102.0
Reproduction Services				
Provide effective reproduction and mail services to City departments				
♦ Percentage of reproduction job orders completed by due date	96%	95%	95%	95%
Risk Management / General				
Effectively perform risk analysis on contracts to mitigate exposure or loss				
♦ Number of contracts analyzed	1,340	1,200	1,830	1,600

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	408.87	401.86	381.23	(20.63)
Non-operating Positions (funded By Capital/other)	(12.00)	(4.00)	(4.00)	0.00
Net Operating Positions	396.87	397.86	377.23	(20.63)
SOURCES				
Local Taxes	41,293,000	38,236,000	34,072,459	(4,163,541)
Licenses And Fines	700,767	1,294,287	1,421,441	127,154
Use Of Money Or Property	16,623,522	19,207,130	21,813,317	2,606,187
Intergovernmental Revenue - State	337,078	317,802	0	(317,802)
Intergovernmental Revenue - Other	308,309	0	0	0
Charges For Services	4,198,690	7,319,432	6,158,580	(1,160,852)
Other Revenues	14,576	0	400,000	400,000
Transfers In	11,470,346	9,250	9,250	0
Expenditure Recovery	40,978,319	44,072,887	44,806,549	733,662
Fund Balance	5,989,019	6,965,747	7,147,122	181,375
Departmental Transfer Adjustment	1,323,394	1,900,000	1,900,000	0
General Fund Support	19,162,092	15,174,048	15,077,375	(96,673)
Sources Total	142,399,112	134,496,583	132,806,093	(1,690,490)
USES-OPERATING EXPENDITURES				
Salaries And Wages	26,015,398	26,285,692	25,534,403	(751,289)
Fringe Benefits	6,239,928	4,890,243	6,034,136	1,143,893
Overhead	128,451	0	0	0
Professional & Contractual Services	78,844,748	80,812,982	81,657,481	844,499
Aid Assistance / Grants	80,394	0	0	0
Materials And Supplies	7,903,530	7,917,490	7,280,622	(636,868)
Equipment	559,122	1,427,062	1,328,349	(98,713)
Services Of Other Departments	10,125,981	12,388,114	9,914,102	(2,474,012)
Transfers Out	10,992,725	265,000	0	(265,000)
Uses-operating Expenditure Total	140,890,277	133,986,583	131,749,093	(2,237,490)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	107,260	110,000	110,000	0
Capital Projects	1,401,575	400,000	947,000	547,000
Uses-project Expenditure Total	1,508,835	510,000	1,057,000	547,000
EXPENDITURE BY PROGRAM RECAP				
Administrative Services - Administration	3,084,443	2,280,693	2,687,501	406,808
Animal Care & Control	3,201,702	3,078,916	3,098,583	19,667
Central Shops	28,232	0	0	0
City Administrator Support	365,710	241,131	462,755	221,624
City Capital Projects	302,742	0	0	0

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Clean Air	60,500	0	0	0
Consumer Assurance	1,660,696	1,405,443	206,621	(1,198,822)
Convention Facilities Program Management	9,900,000	0	0	0
County Clerk Services	619,315	688,950	718,355	29,405
Disability Access	2,677,276	1,023,038	1,588,127	565,089
Entertainment	0	913,492	881,765	(31,727)
Facilities Management & Operations	6,929,174	7,461,400	7,489,512	28,112
Fleet Management	0	1,880,839	1,881,767	928
Grants For The Arts	217,800	265,000	0	(265,000)
Living Wage / Labor Standards	827,079	966,738	896,245	(70,493)
Medical Examiner - Administration	819,213	657,546	849,576	192,030
Medical Examiner - Investigative Svcs	1,384,004	1,300,850	1,391,149	90,299
Medical Examiner - Medical Services	2,051,023	2,219,150	2,351,843	132,693
Moscone Expansion Project	1,228,208	2,600,000	0	(2,600,000)
Procurement Services	3,406,265	3,263,808	3,271,785	7,977
Real Estate - 1660 Mission Street	2,309,873	2,644,710	2,903,779	259,069
Real Estate Services	6,340,052	6,214,747	7,032,488	817,741
Reproduction Services	6,964,067	6,370,622	6,212,743	(157,879)
Risk Management / General	7,878,273	10,082,924	9,543,380	(539,544)
Tourism Events & Film	62,674,108	61,427,665	61,523,983	96,318
Vehicle & Equipment Maint & Fueling	17,269,357	17,508,921	17,814,136	305,215
Expenditure By Program Recap Total	142,399,112	134,496,583	132,806,093	(1,690,490)

ADULT PROBATION

Mission The Adult Probation Department serves and protects the citizens of the City and County of San Francisco through the investigation and supervision of adult criminal offenders.

Services The Adult Probation Department refers probationers and victims to community-based treatment programs and counseling services. It collects court fines, fees and victim restitution; conducts background investigations; and prepares reports for the courts on individuals being sentenced after a felony conviction.

For more information, call (415) 553-1704.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$10,135,682	\$9,719,038	\$10,317,687	\$598,649	6.16%
Total FTE	124.85	112.66	111.49	(1.17)	(1.04%)

Budget Issues and Details

Implementation of Electronic Kiosks to Enhance Supervision & Relieve Workload

- ◆ In 2004–2005, the department will pilot an innovative kiosk system that will enhance supervision of probationers while, at the same time, allow probation officers to focus on high-risk probationers. Provided at no cost to the department during the pilot phase, the self-service kiosks will be located strategically in neighborhoods with high concentrations of probationers and allow probationers to check in electronically with their officers and make payments. Improved access will facilitate compliance with the terms and conditions of probation and enhance revenue generation from the collection of fines. Because the kiosks represent a more efficient mechanism for check-ins, probation officers will be able to better manage their increased reporting responsibilities along with concentrating supervision on high-risk probationers.

Improving Probationers’ Access to Services

- ◆ In collaboration with the Department of Human Services (DHS), the department has been referring offenders to community-based treatment programs, workforce development programs and counseling services. In an effort to reduce the rate of recidivism, probationers who are referred to DHS will be able to participate in skill-

building programs and have access to therapeutic activities. In 2004–2005, the department will continue to explore expanding the partnership to co-locate probation officers at DHS work sites to promote probationers' immediate access to the various services provided by DHS and other local partners.

- ◆ The department continues to organize staffing into specialized caseloads to provide more effective supervision and to channel resources to probationers to reduce the likelihood of repeat offenses. For example, specialized caseloads have been established to deal with domestic violence cases, gang-related offenses and probationers with substance-abuse issues. This year, the department will assign additional staff to handle drug-related offenders with substance-abuse issues. Funded by the state after the passage of Proposition 36, the program is a collaborative effort between the Adult Probation Department and the Department Public Health (DPH). Practitioners assigned to this special unit have reduced caseloads, enabling them to more closely track their probationers and ensure that they are accessing services recommended by DPH staff. The Proposition 36 program also has a unique staffing pattern, with probation officers dedicated to the field, whose sole responsibility is to track down probationers who have violated the conditions and terms of their probation.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Increase collection of fines, fees and restitution				
• Total amount collected from fines, fees, and restitution	\$999,000	\$1,200,000	\$1,145,000	\$1,200,000
Community Services				
Improve outcomes for probationers and safety for community				
• Maximum caseload size per probation officer in the Domestic Violence unit	120	129	130	130
• Number of monthly visits made to batterer treatment programs	2	2	2	2
• Number of batterer treatment programs that are certified by department	12	12	12	12
• Number of monthly community meetings	3	2	4	4
Pre-sentencing Investigation				
Provide timely reports to guide sentencing decisions				
• Percentage of reports provided to the Court two days prior to sentencing	99%	98%	98%	98%
• Percentage of victims notified prior to sentencing of their defendants	100%	100%	100%	100%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	126.35	113.66	112.18	(1.48)
Non-operating Positions (funded By Capital/other)	(1.50)	(1.00)	(0.69)	0.31
Net Operating Positions	124.85	112.66	111.49	(1.17)
SOURCES				
Licenses And Fines	48,909	34,982	0	(34,982)
Intergovernmental Revenue - Federal	257,088	119,084	162,484	43,400
Intergovernmental Revenue - State	53,845	65,500	0	(65,500)
Charges For Services	599,306	687,000	717,000	30,000
Expenditure Recovery	520,331	671,663	767,413	95,750
General Fund Support	8,656,203	8,140,809	8,670,790	529,981
Sources Total	10,135,682	9,719,038	10,317,687	598,649
USES-OPERATING EXPENDITURES				
Salaries And Wages	7,858,869	7,077,207	7,017,168	(60,039)
Fringe Benefits	1,700,272	1,618,598	2,375,516	756,918
Professional & Contractual Services	158,929	212,695	127,051	(85,644)
Materials And Supplies	122,137	61,753	66,753	5,000
Equipment	0	0	12,750	12,750
Services Of Other Departments	295,455	748,785	718,449	(30,336)
Uses-operating Expenditure Total	10,135,682	9,719,038	10,317,687	598,649
EXPENDITURE BY PROGRAM RECAP				
Administration	2,323,633	1,503,115	1,583,957	80,842
Community Services	6,169,712	6,305,933	6,231,073	(74,860)
Pre-sentencing Investigation	1,642,337	1,909,990	2,502,657	592,667
Expenditure By Program Recap Total	10,135,682	9,719,038	10,317,687	598,649

AIRPORT COMMISSION

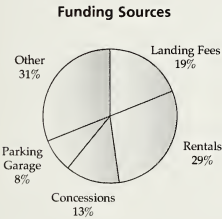
Mission The Airport Commission and the San Francisco International Airport (SFO) strive to provide excellence in customer service at safe and secure facilities for airlines, tenants, employees and the traveling public while contributing to the health and vitality of the local economy, fulfilling environmental responsibilities and promoting community relations.

Services The San Francisco International Airport (SFO or the Airport) operates and maintains airport facilities, safety and security services and airport museum displays and exhibits.

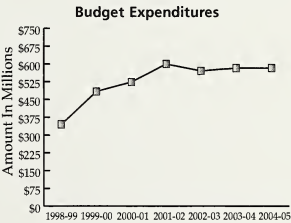
For more information, call (650) 821-4000.

Budget Data Summary

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Variance: Proposed vs Estimated Nominal	Percent
Total Expenditures	\$511,708,482	\$567,593,952	\$578,889,876	\$11,295,924	1.99%
Total FTE	1,305.63	1,213.98	1,185.57	(28.41)	(2.34%)



The Airport's revenue sources for 2004-2005 are projected to include 29 percent from rental; and 19% from landing fee revenues.



In the last six years, the Airport's total budget has increased 69 percent from \$345 million, but spending has flattened over the last 3 years as a result of the economy and world events.

Budget Issues and Details

Improving Business and Financial Operations

- ◆ The Airport is working to increase revenue through domestic and international passenger growth and to reduce operating expenses while maintaining the quality of the Airport infrastructure. The Airport will launch a new marketing campaign in fall 2004 designed to increase passenger counts, recruit new international carriers, expand current international carriers and introduce new domestic low-cost carriers. In 2004–2005, SFO will also create a new food and beverage program at the domestic terminals to improve the quality of service to the public.
- ◆ The airport will lower its debt service by \$22 million in 2004–2005 by completing two refundings of general revenue bonds. The debt service budget next year is \$294 million, a reduction of \$7 million from the 2003–2004 budget.
- ◆ Finally, the Airport continues to explore ways to contain costs through greater efficiency and increased revenues from both airline and non-airline sources. The 2004–2005 budget maintains the current level of services, which is reflective of air travel demand and operational efficiency. The Airport estimates that average rates and charges to airlines for 2004–2005 will reduce operating costs per passenger from \$17.27 to \$15.71, will reduce landing fees by 18.2 percent and will reduce rental rates by 8.4 percent over last year. These reductions reflect cost efficiencies and will help with retention and recruitment of airline carriers.

AirTrain Light Rail System/BART

- ◆ The new \$430 million AirTrain system moves passengers between the Airport's four terminals, three public parking garages, the consolidated Rental Car Center and the new BART Station. The AirTrain system operates 24 hours a day. This non-polluting and energy-efficient system replaced the Airport's rental car shuttle buses, eliminating roughly 200,000 bus trips to the rental car facility per year. It is estimated that replacing the buses with AirTrain reduces composite emission rates of carbon monoxide and nitrogen dioxide by approximately 254 pounds per day. Current passenger volume on BART is approximately 6,500 passengers per day.

Capital Program

- ◆ Unless rapid growth in air passenger traffic makes new projects necessary, the airport does not anticipate issuing any new bonds for capital projects over the next three years. For 2004–2005, the Airport plans to fund four projects. Those projects are:
 - ❑ Secure Connector Terminal 3 to International Terminal Boarding Area G
 - ❑ Bridge Connector and Mezzanine from Terminal 1 to AirTrain Station
 - ❑ Information and Telecommunications Wiring for Domestic Food and Beverage Program
 - ❑ 100% Explosive Detection Systems for Domestic Terminals
- ◆ Funding for these projects will come from a previously appropriated debt service reserve fund that was replaced with a surety bond (\$33.2 million) and funds previously appropriated for the Runway Reconfiguration Program (\$5.0 million).

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration, Business				
Control airline cost per enplaned passenger				
♦ Airline cost per enplaned passenger	\$19.69	\$18.80	\$18.65	\$15.71
Increase Concession Revenues				
♦ Amount of concession revenue earned per enplaned passenger	n/a	\$2.11	\$1.80	\$2.22
♦ Amount of Airport Communication Infrastructure charges, in millions	n/a	\$1.05	\$1.11	\$1.14
Safety & Security				
Increase airfield capability in bad weather				
♦ Number of landings per hour in bad weather	n/a	n/a	30	33
Maintain or increase customer satisfaction				
♦ Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.0	3.8	3.8	3.8
Provide a safe and secure environment for the Airport community				
♦ Number of Transportation Security Administration (TSA) security violations committed by SFO	0	0	0	0
♦ Number of fatalities due to operations failure or natural disasters	0	0	0	0
♦ Roadway injury accident rate per 100,000 enplaned passengers	0.12	0.00	0.20	0.00
♦ City receives Federal Aviation Administration regulation certification	Yes	Yes	Yes	Yes
♦ Number of Airport-controlled runway incursions	n/a	n/a	0	0

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	1,691.63	1,322.98	1,301.82	(21.16)
Non-operating Positions (funded By Capital/other)	(386.00)	(109.00)	(116.25)	(7.25)
Net Operating Positions	1,305.63	1,213.98	1,185.57	(28.41)
SOURCES				
Licenses And Fines	466,942	523,000	488,000	(35,000)
Use Of Money Or Property	150,138,793	154,561,800	156,917,700	2,355,900
Intergovernmental Revenue - Federal	493,000	0	0	0
Charges For Services	366,063,008	390,273,000	360,468,400	(29,804,600)
Other Revenues	25,795,609	27,703,600	26,270,900	(1,432,700)
Transfers In	0	0	0	0
Expenditure Recovery	22,375	80,000	155,000	75,000
Fund Balance	5,257,854	32,441,019	76,784,731	44,343,712
Departmental Transfer Adjustment	(36,529,099)	(37,988,467)	(42,194,855)	(4,206,388)
Sources Total	511,708,482	567,593,952	578,889,876	11,295,924
USES-OPERATING EXPENDITURES				
Salaries And Wages	80,712,670	82,698,621	81,919,162	(779,459)
Fringe Benefits	21,365,299	17,032,175	22,070,791	5,038,616
Professional & Contractual Services	54,185,484	61,244,070	65,638,947	4,394,877
Materials And Supplies	6,145,266	7,354,998	7,617,678	262,680
Equipment	428,785	747,795	982,299	234,504
Debt Service	275,506,213	307,043,238	294,710,854	(12,332,384)
Services Of Other Departments	47,227,206	49,409,767	48,534,145	(875,622)
Transfers Out	21,151,505	25,273,288	19,216,000	(6,057,288)
Uses-operating Expenditure Total	506,722,428	550,803,952	540,689,876	(10,114,076)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	683,374	0	0	0
Capital Projects	4,302,680	16,790,000	38,200,000	21,410,000
Uses-project Expenditure Total	4,986,054	16,790,000	38,200,000	21,410,000
EXPENDITURE BY PROGRAM RECAP				
Administration, Business	393,931,299	440,342,650	430,137,708	(10,204,942)
Departmental Fund Transfer	327,324	0	0	0
Facilities Maintenance,construction	70,754,632	97,459,544	117,470,939	20,011,395
PUC General Management	8,903	0	0	0
Safety & Security	46,686,324	29,791,758	31,281,229	1,489,471
Expenditure By Program Recap Total	511,708,482	567,593,952	578,889,876	11,295,924

ARTS COMMISSION

Mission The San Francisco Arts Commission (SFAC or the Arts Commission) promotes the arts in San Francisco.

Services The commission provides civic design review, maintains the civic art collection, provides community arts and education programs and supports the four city-owned cultural centers. SFAC promotes and authorizes public art projects, awards cultural equity grants, curates Arts Commission Gallery and City Hall exhibitions, administers the street artists licensing program and supports the San Francisco Symphony's Summer in the City concert series.

For more information, call (415) 252-2590.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$22,903,532	\$21,719,442	\$20,185,038	(\$1,534,404)	(7.06%)
Total FTE	23.64	27.27	21.44	(5.83)	(21.38%)

Budget Issues and Details

Merging Grants for the Arts and the Arts Commission

- ◆ To better coordinate arts funding, Grants for the Arts, a \$14 million hotel tax funded arts grant-making program, will merge with the SFAC in 2004–2005. Unique in its emphasis in providing core operating support to a broad spectrum of San Francisco arts organizations, Grants for the Arts will be an important addition to the commission's existing programs to sustain and promote San Francisco's artists and arts organizations. In 2004–2005, grants to the city's more established and well-funded arts organizations—the ballet, symphony and opera—will be reduced by 25 percent in an effort to maintain current levels of support to smaller nonprofits.

Promoting Arts Education in San Francisco Schools

- ◆ In 2004–2005, the SFAC will continue to champion developing an arts education master plan for the SF Unified School District, beginning a year-long planning process with the ultimate goal of ensuring that all San Francisco public school students, pre-K to twelfth grade, are engaged in experiential and integrated arts learning. Program participants will convene to collaborate and strengthen partnerships and develop a citywide infrastructure to support the development, implementation and enforcement of the master plan.

Sustaining San Francisco's Artists and Arts Organizations

- ◆ The Cultural Equity Grants Program (CEG) sustains the city's diverse arts landscape through support of community-based artists and small- to mid-sized arts organizations. In 2004–2005, CEG will provide funding for organizational development in under-served communities; facilities planning and improvement; for new work by individual artists; and to increase audience exposure to music, theatre and dance concerts, workshops and art exhibitions. For example, with CEG support, the Women's Building—one of the City's most vibrant community cultural institutions—improved its facility, which will enhance its events and increase its rental capacity. The Queer Cultural Center celebrated its seventh annual festival, premiering new ideas of class, and the San Francisco Black Film Festival entered its sixth year with its first paid staff member.

Commissioning Public Art in the City's Neighborhoods

- ◆ In 2004–2005, the Arts Commission will focus on neighborhood projects through their involvement with Recreation and Park projects and the newly constructed branch libraries. Approximately 68 contracts with artists are underway for projects representing a wide and vibrant range of artistic talent. Recently completed projects include a sculpture of a mythological figure for the Cesar Chavez Bicycle Overpass; an imaginative floor, wall and ceiling project for the interior of the Ocean View library; and brightly colored tile columns at the entry of the Rochambeau Playground.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Provide extensive design review of City building projects				
• Number of public building projects reviewed by the Civic Design Review Committee	46	46	46	45
Civic Collection				
Maintain the City's Civic Art Collection				
• Number of major monument restorations	3	1	1	2
Community Arts & Education				
Transform San Francisco youth and their communities through creative writing classes				
• Number of youth participating in WritersCorps	473	600	400	400
Cultural Equity				
Provide financial support to cultural organizations to ensure that all cultures of the City are represented				
• Number of grants awarded by the Art Commission	109	85	109	109
Gallery				
Showcase Bay Area emerging artists by providing high quality exhibitions and installations				
• Number of emerging Bay Area artists represented at four exhibition sites and the Slide Registry	655	400	355	375
Public Art				
Implement significant public art projects for all citizens and tourists in San Francisco, incorporating programmatic access for the blind and sight-impaired				
• Number of public art projects completed on time and on budget	14	11	11	16
Street Artists				
Allow artists to support themselves through selling their work				
• Number of licensed street artists (annual average)	347	364	347	347

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	28.64	31.72	25.37	(6.35)
Non-operating Positions (funded By Capital/other)	(5.00)	(4.45)	(3.93)	0.52
Net Operating Positions	23.64	27.27	21.44	(5.83)
SOURCES				
Local Taxes	17,118,004	18,075,000	16,680,115	(1,394,885)
Licenses And Fines	125,308	136,364	144,686	8,322
Use Of Money Or Property	11,072	12,580	12,580	0
Intergovernmental Revenue - Federal	1,620	0	0	0
Intergovernmental Revenue - State	179,391	20,000	0	(20,000)
Charges For Services	25	97,282	148,852	51,570
Other Revenues	1,002	177,105	135,562	(41,543)
Transfers In	265,000	265,000	0	(265,000)
Expenditure Recovery	1,524,905	1,076,814	1,224,365	147,551
Fund Balance	548,697	19,953	20,000	47
General Fund Support	3,128,508	2,054,020	1,818,878	(235,142)
Sources Total	22,903,532	21,934,118	20,185,038	(1,749,080)
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,297,387	1,869,915	1,494,213	(375,702)
Fringe Benefits	295,451	304,404	319,041	14,637
Professional & Contractual Services	3,428,231	4,704,778	851,517	(3,853,261)
Aid Assistance / Grants	17,404,953	14,266,585	16,363,930	2,097,345
Materials And Supplies	11,827	14,658	19,300	4,642
Services Of Other Departments	113,599	688,778	926,037	237,259
Uses-operating Expenditure Total	22,551,448	21,849,118	19,974,038	(1,875,080)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	352,084	85,000	211,000	126,000
Uses-project Expenditure Total	352,084	85,000	211,000	126,000
EXPENDITURE BY PROGRAM RECAP				
Administration	965,155	766,041	482,667	(283,374)
Civic Collection	233,566	10,000	136,000	126,000
Community Arts & Education	3,051,019	2,871,003	2,731,339	(139,664)
Cultural Equity	2,117,151	1,993,000	1,937,970	(55,030)
Gallery	131,991	15,000	15,000	0
Grants For The Arts	13,642,518	14,322,000	12,850,907	(1,471,093)
Municipal Symphony Concerts	1,180,015	1,211,979	1,235,252	23,273
Public Art	1,411,588	588,778	631,217	42,439
Street Artists	170,529	156,317	164,686	8,369
Expenditure By Program Recap Total	22,903,532	21,934,118	20,185,038	(1,749,080)

ASIAN ART MUSEUM

Mission The Asian Art Museum leads a diverse audience toward discovering the unique material, aesthetic and intellectual achievements of Asian art and culture.

Services The Asian Art Museum houses the city’s collection of nearly 13,000 Asian art objects, including the Avery Brundage Collection; hosts special exhibitions; and offers numerous educational and outreach programs.

For more information, call (415) 581-3500.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$5,665,735	\$7,860,723	\$7,460,276	(\$400,447)	(5.09%)
Total FTE	57.51	69.29	60.95	(8.34)	(12.04%)

Budget Issues and Details

Opening a New Asian Art Museum at Civic Center

- ◆ Since the March 2003 opening of the Asian Art Museum/Chong-Moon Lee Center for Asian Art and Culture, the museum has welcomed a total of 447,253 visitors. Completion of the new museum represents the culmination of more than 10 years of planning and a \$179 million investment in Asian art and culture. In addition to a city-issued \$57 million bond offering, the Asian Art Museum has privately raised \$113 million to cover the remaining cost of construction.

Reducing Operating Expenses

- ◆ Given persistent hotel tax revenue weakness and citywide General Fund reductions, the Asian Art Museum has sought to reduce expenses without an adverse impact on the care of or the public’s access to the collection. In 2004–2005, the museum will implement a revised staffing schedule that is more closely aligned with its hours of operation, generating more than \$300,000 in savings. This schedule change will allow the museum to reduce operating expenses without reduced hours of admission.

Featured Programming

- ◆ In 2004–2005, the Asian Art Museum will present several notable exhibits representing the diversity and depth of Asian art and culture. In June, visitors can enjoy “Geisha: Beyond the Painted Smile,” an exhibit displaying oil paintings,

hanging scrolls, woodblock prints, video installation, photographs, ceramics, costumes and musical instruments related to the geisha's role in Japanese culture. The "Kingdom of Siam" will be the first exhibition of classical art from Thailand shown in the United States in more than 25 years. The exhibition will feature the little-known arts of the Thai Kingdom of Ayutthaya, many of which will be on display for the first time in the West. They include stone and bronze Buddha images, sculptures of Hindu deities, figurative and decorative woodcarvings, temple furnishings, illuminated manuscripts, jewelry and textiles.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Asian Art Museum				
Increase museum membership				
♦ Number of museum members	19,106	20,000	20,000	21,000
Increase number of museum visitors				
♦ Number of museum visitors	175,748	390,000	365,000	365,000
Provide quality programs on Asian art and culture				
♦ Number of education program participants	825	20,000	13,300	13,500
♦ Number of public program participants	10,501	82,400	70,000	70,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	57.51	69.29	60.95	(8.34)
Net Operating Positions	57.51	69.29	60.95	(8.34)
SOURCES				
Local Taxes	1,677,511	1,811,000	1,761,000	(50,000)
Charges For Services	502,998	1,755,000	1,600,000	(155,000)
Other Revenues	61	0	0	0
General Fund Support	3,485,165	4,294,723	4,099,276	(195,447)
Sources Total	5,665,735	7,860,723	7,460,276	(400,447)
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,908,423	3,922,527	3,501,457	(421,070)
Fringe Benefits	686,346	756,970	844,907	87,937
Professional & Contractual Services	1,617,399	1,364,846	1,362,846	(2,000)
Services Of Other Departments	370,572	252,128	298,627	46,499
Budgetary Reserves	0	1,464,252	1,352,439	(111,813)
Uses-operating Expenditure Total	5,582,740	7,760,723	7,360,276	(400,447)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	82,995	100,000	100,000	0
Uses-project Expenditure Total	82,995	100,000	100,000	0
EXPENDITURE BY PROGRAM RECAP				
Asian Art Museum	5,665,735	7,860,723	7,460,276	(400,447)
Expenditure By Program Recap Total	5,665,735	7,860,723	7,460,276	(400,447)

ASSESSOR / RECORDER

Mission

The Assessor/Recorder's Office locates and identifies all taxable property in the City and County of San Francisco; ensures efficient, fair and accurate property assessments; produces the assessment roll in accordance with California state law; and maintains official records of the city, such as marriage licenses and property maps.

Services

The Assessor/Recorder's Office assesses taxable real and personal property, provides taxpayer assistance on issues regarding property valuation and applicability of exemptions, and provides public access to a variety of official city records.

For more information, call (415) 554-5516.

Budget Data Summary

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$11,890,665	\$12,061,909	\$12,821,696	\$759,787	6.30%
Total FTE	121.19	118.60	121.66	3.06	2.58%

Budget Issues and Details

Managing Assessment Appeals

- ◆ Due to the economic downturn and real estate market decline, appeals seeking lower assessments and property tax reductions are abnormally high. As a result, the department has established an assessment appeals team to defend the city's valuations before the Assessment Appeals Board. With a potential loss of \$137 million to the city's General Fund, managing assessment appeals will remain the department's highest priority in 2004-2005.
- ◆ Despite administrative reductions in other areas of the city's budget, the Assessor/Recorder's Office will have three additional full-time employees dedicated to assessment appeals and a \$250,000 increase in project funding related to assessment appeals.

Increased Operational Efficiency

- ◆ In 2003-2004, the department posted more than \$10 million in transfer tax revenues above budgeted projections. In 2004-2005, the department will continue its comprehensive plan to increase efficiency, productivity and accountability by

streamlining operations and redirecting resources to revenue-generation services. This plan will result in efficient valuation of ongoing transactions and a further reduction of backlogs in deeds and construction permits.

Improving Technology and Information Systems

- ◆ The Assessor/Recorder's Office has completed a technology needs analysis and is prepared to implement a comprehensive three-year modernization program. During this time, current microfilm/microfiche records will be converted to digital imagery, as well as interactive web services for the public.
- ◆ In 2004–2005, the department will continue to migrate toward a paperless recordkeeping system by electronically scanning a larger range of documents and acquiring new recording hardware to expedite document processing. In addition to being more efficient, paperless systems can be converted more easily for public viewing through web-based applications.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Personal Property				
Assess all personal property, trade fixtures, boats and leasehold improvements				
♦ Percentage of mandatory audits completed by March 1	n/a	70%	65%	70%
♦ Number of business property statements processed by June 30	n/a	10,800	16,000	15,000
Real Property				
Assess all taxable real property within the City				
♦ Percentage of change of ownership transactions appraised by June 30	n/a	85%	85%	90%
♦ Percentage of new construction assessments completed by June 30	n/a	85%	85%	85%
♦ Average number of change of ownership appraisals completed per appraiser	n/a	550	450	500
♦ Average number of new construction appraisals completed per appraiser	n/a	200	117	200
♦ Number of assessable permits received per calendar year	4,654	5,000	7,000	5,000
♦ Number of assessment appeals resolved	n/a	n/a	1,200	1,750
Recorder				
Record documents and provide constructive notices of these recordings				
♦ Percentage of title company and walk-in documents recorded within 24 hours of receipt	n/a	100%	100%	100%
♦ Percentage of mailed documents recorded within fifteen business days of receipt	n/a	25%	50%	50%
♦ Percentage of documents processed and returned to customers within 45 business days	n/a	90%	90%	90%
♦ Number of documents recorded	n/a	250,000	386,000	300,000
Technical Services				
Maintain and update the assessment roll timely				
♦ Percentage of change of ownership documents processed by March 1	n/a	97%	85%	90%
♦ Average number of deeds processed daily	152	150	160	160

TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2002-2003 Actual</u>	<u>2003-2004 Budget</u>	<u>2004-2005 Proposed</u>	<u>Change From 2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	121.19	118.60	121.66	3.06
Net Operating Positions	121.19	118.60	121.66	3.06
SOURCES				
Intergovernmental Revenue - State	1,013,000	1,013,000	1,013,000	0
Charges For Services	3,987,093	3,277,000	3,270,000	(7,000)
Expenditure Recovery	247,596	247,596	247,596	0
Fund Balance	413,463	572,670	1,082,046	509,376
General Fund Support	6,229,513	6,951,643	7,209,054	257,411
Sources Total	11,890,665	12,061,909	12,821,696	759,787
USES-OPERATING EXPENDITURES				
Salaries And Wages	7,725,465	7,705,984	7,854,360	148,376
Fringe Benefits	1,886,566	1,450,848	1,919,959	469,111
Overhead	331,862	289,668	433,173	143,505
Professional & Contractual Services	435,581	812,831	1,217,265	404,434
Materials And Supplies	96,119	156,709	126,709	(30,000)
Equipment	67,603	271,000	93,000	(178,000)
Services Of Other Departments	1,347,469	1,374,869	1,177,230	(197,639)
Uses-operating Expenditure Total	11,890,665	12,061,909	12,821,696	759,787
EXPENDITURE BY PROGRAM RECAP				
Personal Property	2,082,432	2,169,707	1,882,678	(287,029)
Real Property	2,766,963	2,801,989	3,297,498	495,509
Recorder	2,588,176	2,889,207	3,403,877	514,670
Tax Assessment	3,513,442	3,487,811	3,575,885	88,074
Technical Services	939,652	713,195	661,758	(51,437)
Expenditure By Program Recap Total	11,890,665	12,061,909	12,821,696	759,787

BOARD OF APPEALS

Mission The Board of Appeals (the Board) provides citizens with a final administrative review process for various departmental and commission actions, especially granting; denying, suspending or revoking licenses; demolition and building permits, zoning variances; and various police permits.

Services The five-member board meets three-to-four times each month to hold public hearings on appeals and other related requests.

For more information, call (415) 575-6880.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$418,479	\$455,341	\$472,942	\$17,601	3.87%
Total FTE	4.60	4.45	4.60	.15	3.37%

Budget Issues and Details

Timely and Efficient Appeals Processing

- ◆ The sole objective of the department is to provide an efficient and fair appeals process to the public for various city permits and licenses. By the end of fiscal year 2003–2004, the department projects that it will process approximately 175 appeals. A similar number of appeals is anticipated in the 2004–2005 fiscal year.
- ◆ Several city departments began collecting a surcharge in 2004 on permits subject to appeal before the Board. This surcharge is structured to reduce the Board’s support from the General Fund and is adjusted annually for inflation and ongoing costs of the department. Fees and the surcharge are projected to fully recover the Board’s operational costs for 2004–2005.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Appeals Processing				
Provide a fair and efficient administrative appeals process to the public				
♦ Percentage of cases scheduled for hearing within 75 days of application	58.7%	60.0%	60.0%	60.0%
♦ Percentage of written findings distributed within 15 days of decision	88.7%	99.0%	98.0%	98.0%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	4.60	4.45	4.60	0.15
Net Operating Positions	4.60	4.45	4.60	0.15
SOURCES				
Charges For Services	366,679	388,118	463,860	75,742
General Fund Support	51,800	67,223	9,082	(58,141)
Sources Total	418,479	455,341	472,942	17,601
USES-OPERATING EXPENDITURES				
Salaries And Wages	313,552	328,546	341,501	12,955
Fringe Benefits	69,357	54,287	72,076	17,789
Professional & Contractual Services	20,232	31,034	30,884	(150)
Materials And Supplies	4,024	24,450	12,854	(11,596)
Services Of Other Departments	11,314	17,024	15,627	(1,397)
Uses-operating Expenditure Total	418,479	455,341	472,942	17,601
EXPENDITURE BY PROGRAM RECAP				
Appeals Processing	418,479	455,341	472,942	17,601
Expenditure By Program Recap Total	418,479	455,341	472,942	17,601

BOARD OF SUPERVISORS

Mission The Board of Supervisors (the Board) represents and responds to the needs of the people of San Francisco, establishes city policies, adopts ordinances and resolutions and exercises appropriation authority.

Services The Board of Supervisors is the legislative branch of city government. The Board authorizes all appropriations for expenditures, including the city’s annual budget. It formulates public policy that serves the needs of the people of San Francisco. The Clerk of the Board (the Clerk) manages the following programs: Assessment Appeals Board, the Youth Commission, the Sunshine Ordinance Task Force, the Budget Analyst and the San Francisco Local Agency Formation Commission.

For more information, call (415) 554-5184.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$8,736,621	\$9,541,198	\$9,358,861	(\$182,337)	(1.91%)
Total FTE	64.71	64.71	64.67	(0.04)	(0.06%)

Budget Issues and Details

Preserving Services at the Board of Supervisors

- ◆ The 2004–2005 proposed budget for the Board makes no reductions to services provided to the public or members of the Board of Supervisors. Under direction from the Board of Supervisors’ Budget Committee, the Clerk made various non-salary reductions to the department’s budget and increased charges to city departments to fund work by the Board’s Budget Analyst. These changes have little or no impact on department operations.

Implementing Proposition E

- ◆ In 2004–2005, the Board will begin to implement Proposition E, a measure passed by voters in November 2003. This charter amendment gives the Board, rather than individual city departments, the responsibility to respond to requests made by the federal or state government for records that may contain information about private citizens. The Clerk is working with the City Attorney to create policies and procedures for departments to follow when they receive records requests covered by Proposition E. Additionally, the Clerk will have responsibility for tracking and reporting to the Board on such requests.

Improving Management and Operations in the Clerk's Office

- ◆ The Office of the Clerk of the Board operates in a continually changing environment. The organization deals with complex legislative issues and processes and responds to a variety of customers including the members of the Board of Supervisors and the public. To meet these challenges and make the office more efficient, the Clerk has developed and implemented a "knowledge plan." The primary goal of this plan is to ensure that all employees in the Clerk's Office work across divisional boundaries and take responsibility for a variety of tasks and outcomes within the organization. For example, all committee clerks have been asked to learn how to provide staffing for the legislative committees of the Board of Supervisors. In 2004–2005, the Clerk's Office will continue to work toward a flexible lateral organization by expanding cross training of staff among all agencies under the Clerk's supervision, including the Sunshine Ordinance Task Force, the Assessment Appeals Board and the Youth Commission.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Budget & Legislative Analysts				
Provide timely, useful legislative analysis and reporting to the Board of Supervisors				
• Percentage of Board assignments completed within four weeks	82%	80%	80%	80%
• Percentage of reports on Board or Committee hearing items posted on web site at least 72 hours prior to hearing	100%	100%	100%	100%
Children's Baseline				
Increase the number of youth reached within the City and County of San Francisco				
• Number of youth reached through Youth Commission outreach programs	6,000	5,000	5,000	5,000
Clerk Of The Board				
Provide information materials for the access of public information				
• Percentage of public records requests and questions about the Sunshine Ordinance answered within 5 days	100%	100%	100%	100%
Provide timely access to legislative materials				
• Percentage of Board and Committee agendas that are posted on the Board's web site at least three days in advance of the meeting	100%	100%	100%	100%
• Percentage of legislative agenda packets that are posted on the Board's web site at least 48 hours in advance of the meeting	100%	100%	100%	100%
• Number of hits to the web site for meeting agendas and minutes	591,784	600,000	525,000	600,000
Provide timely scheduling of assessment appeals applications				
• Percentage of requested Hearing Officer Program applications scheduled prior to April 10th	94%	93%	93%	93%
Respond to inquiries from the Board and the public				
• Percentage of written requests that are answered within 24 hours of receipt	88%	85%	95%	85%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	64.71	64.71	64.67	(0.04)
Net Operating Positions	64.71	64.71	64.67	(0.04)
SOURCES				
Charges For Services	104,767	117,000	140,000	23,000
Transfers In	0	250,000	0	(250,000)
Expenditure Recovery	242,240	317,500	517,500	200,000
General Fund Support	8,389,614	8,856,698	8,701,361	(155,337)
Sources Total	8,736,621	9,541,198	9,358,861	(182,337)
USES-OPERATING EXPENDITURES				
Salaries And Wages	4,235,102	4,983,965	4,961,823	(22,142)
Fringe Benefits	903,541	837,929	1,124,506	286,577
Professional & Contractual Services	3,186,137	3,043,769	2,974,104	(69,665)
Materials And Supplies	54,423	83,313	41,688	(41,625)
Equipment	0	27,096	32,538	5,442
Services Of Other Departments	357,418	565,126	224,202	(340,924)
Uses-operating Expenditure Total	8,736,621	9,541,198	9,358,861	(182,337)
EXPENDITURE BY PROGRAM RECAP				
Board Of Supervisors	0	3,798,463	3,882,090	83,627
Budget & Legislative Analysts	0	2,277,957	2,289,268	11,311
Children's Baseline	186,248	195,376	193,884	(1,492)
Clerk Of The Board	8,217,242	2,866,027	2,607,204	(258,823)
Local Agency Formation	333,131	403,375	386,415	(16,960)
Expenditure By Program Recap Total	8,736,621	9,541,198	9,358,861	(182,337)

BUILDING INSPECTION

Mission

The Department of Building Inspection (DBI) safeguards the life and property of the citizens of San Francisco by enforcing the city’s building, housing, plumbing, electrical and mechanical codes, as well as disability access regulations.

Services

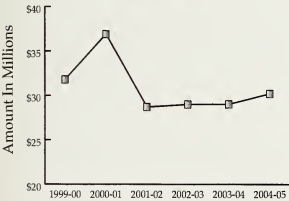
The department’s core services include reviewing plans, issuing permits and inspecting buildings, structures and sites for compliance with local, state and federal laws regulating construction and site improvements. DBI also conducts public outreach and education services on building safety and related issues.

For more information, call (415) 558-6088.

Budget Data Summary

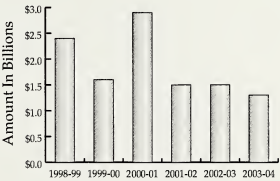
	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$30,827,485	\$36,845,680	\$40,652,666	\$3,806,986	10.33%
Total FTE	272.67	259.04	272.08	13.04	5.03%

DBI Fee Revenue



DBI is funded by revenue generated from fees on permits, hotel and apartment licensing; inspection services; and code violation penalties. Projected fee revenue is expected to rise only slightly in 2004–2005.

Historical View of Permit Valuation



Permit valuation is a function of the number and size of building projects in the city for which building permits were issued. Changes in valuation reflect the cyclical nature of the building industry, and larger economic changes at the local, state and national levels.

Budget Issues and Details

Infrastructure Improvements and Efficiency

- ◆ In 2004–2005, the department will undertake a major upgrade of its information infrastructure—including enhancements to its technology systems—to improve permit tracking, reporting and online services to its customers. These improvements will deliver more efficient services and ensure consumer fairness through greater transparency and access to information. The budget includes a \$239,000 increase in funding for information infrastructure related equipment.
- ◆ A “Special Monitor” appointed by the Mayor is examining the department and will issue a report in summer 2004 for recommended changes and reforms to the department. In anticipation of these recommendations, the budget reserves an additional \$600,000 in funding for management information systems related project.
- ◆ To further improve customer service and operations, the department will include management and administrative training for non-technical staff and continue technical training for employees who require state certification.
- ◆ In 2004–2005, the department will remove 37 vehicles from its fleet. Twenty-eight vehicles that are more than 10 years old will be replaced at a cost of \$700,000. Nine vehicles will be permanently retired and will not be replaced.

Construction-Related Activities

- ◆ Although the city continues to suffer under the prolonged economic recession, demand for DBI services remains high. In 2003–2004, an increase in smaller construction projects partially compensated for a decrease in large construction activity. In the first quarter of 2004, large projects began to return to past levels, a trend expected to continue as the economy improves. In particular, complaints and the accompanying mediation related to residential projects have increased. In 2004–2005, the department will maintain staff to handle these service needs as well as continue code enforcement, disability access review and other activities.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Inspection Services				
Decrease construction inspection response time				
♦ Percentage of customer-requested inspections completed within two working days of request	98%	100%	99%	100%
Improve code enforcement				
♦ Percentage of non-hazard complaints responded to within two working days	95%	98%	92%	98%
♦ Percentage of life hazards or lack of heat complaints responded to within 24 hours	n/a	100%	95%	100%
Permit Services				
Improve permit delivery time				
♦ Percentage of residential plans reviewed and approved within seven days	94%	90%	95%	90%
♦ Percentage of all residential permits issued over-the-counter	92%	90%	92%	90%
♦ Percentage of commercial plans reviewed and approved within 30 days	97%	95%	97%	95%
♦ Percentage of all commercial permits issued over-the-counter	65%	65%	65%	65%
Improve the quality and completeness of plans				
♦ Percentage of plans reviewed by staff for completeness within 24 hours of submission	100%	100%	100%	100%
♦ Percentage of projects spot-checked by supervisors	10%	10%	10%	10%
♦ Percentage of spot-checked projects that meet quality control standards	94%	90%	95%	95%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	272.67	259.04	272.08	13.04
Net Operating Positions	272.67	259.04	272.08	13.04
SOURCES				
Licenses And Fines	3,413,571	3,200,000	3,400,000	200,000
Use Of Money Or Property	689,016	650,000	479,200	(170,800)
Charges For Services	21,040,730	27,246,191	30,146,625	2,900,434
Other Revenues	14,226	0	0	0
Expenditure Recovery	323,000	383,000	403,000	20,000
Fund Balance	6,670,336	7,150,489	8,123,841	973,352
Departmental Transfer Adjustment	(1,323,394)	(1,900,000)	(1,900,000)	0
Sources Total	30,827,485	36,729,680	40,652,666	3,922,986
USES-OPERATING EXPENDITURES				
Salaries And Wages	19,507,933	20,246,793	21,141,137	894,344
Fringe Benefits	4,452,632	3,708,071	5,030,197	1,322,126
Overhead	253,930	909,103	720,743	(188,360)
Professional & Contractual Services	1,296,445	2,089,499	1,911,208	(178,291)
Materials And Supplies	411,493	377,965	599,076	221,111
Equipment	0	0	1,209,250	1,209,250
Services Of Other Departments	4,501,932	4,299,024	4,652,906	353,882
Transfers Out	350,410	5,099,225	5,388,149	288,924
Uses-operating Expenditure Total	30,774,775	36,729,680	40,652,666	3,922,986
USES-PROJECT EXPENDITURES				
Capital Projects	52,710	0	0	0
Uses-project Expenditure Total	52,710	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Administration	3,627,923	8,181,970	10,369,129	2,187,159
Inspection Services	16,084,285	16,572,215	17,888,094	1,315,879
Permit Services	11,115,277	10,475,495	12,395,443	1,919,948
Residential Hotel Preservation	0	1,500,000	0	(1,500,000)
Expenditure By Program Recap Total	30,827,485	36,729,680	40,652,666	3,922,986

CHILD SUPPORT SERVICES

Mission

The Department of Child Support Services (DCSS) collects support for children from their parents, seeks to achieve cost savings to taxpayers by reducing dependence on public assistance and endeavors to improve the quality of life for affected San Francisco children who are not on assistance.

Services

The department locates absent parents and establishes paternity of and support for children—including medical insurance coverage. It also reviews and adjusts support orders as appropriate, collects and distributes support payments, monitors and enforces payment performance and provides public outreach.

For more information, call (415) 356-2959.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$24,863,432	\$31,196,779	\$14,679,037	(\$16,517,742)	(52.95%)
Total FTE	140.40	144.44	144.66	0.22	0.15%

Budget Issues and Details

Maximizing Client Services

- ◆ DCSS' budget is fully funded by state revenue, and they will be receiving a funding allocation equal to the previous year. Although the department has had to absorb increases in labor-related costs, the impact on core services will be minimal. The department has initiated administrative cost reductions such as a decreased materials and supplies budget to partially offset the cost increases. Only two administrative positions will be eliminated while preserving the same level of staffing related to child support collections.
- ◆ Promoting customer access to child support services continues to be priority in 2004–2005. The department recently implemented a new telephone system that has an automated attendant in three languages—English, Spanish and Chinese. In addition to the cost savings related to the new telephone system, the enhanced system will provide prompt customer service. Next year, the department will continue to enhance its use of technology to improve and streamline customer service access and increase efficiency, thereby freeing staff to focus their attention on core services.

Provide Improved Automation Services for CASES Consortium

- ◆ Child support agencies in all California counties are in the process of converting to CASES, an automated tracking system that is integrated with the State Health and Human Services Data Center's central computer system. As the technical assistance provider supporting statewide implementation, DCSS will continue to be at the forefront of this major undertaking in 2004–2005. The department is nearing full-scale implementation and has only three additional counties to bring online by June 2005. The department's budget therefore decreases by \$16.2 million in 2004–2005 to reflect the termination of the CASES Consortium management consulting contract. The department will continue to improve the quality of training on and support of the CASES system for new and existing counties and to improve responsiveness to all customers.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Child Support Services				
Establish child support orders				
♦ San Francisco orders established as a percentage of cases needing an order	88.8%	88.6%	88.6%	88.8%
♦ Statewide orders established as a percentage of cases needing an order	76.4%	72.0%	77.0%	77.0%
♦ Cases with orders established in CASES counties as a percentage of cases needing an order	80.0%	77.0%	86.0%	77.0%
Establish paternity for children born out of wedlock in the county				
♦ Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	98.3%	89.0%	93.0%	95.0%
♦ Percentage of IV-D cases statewide with paternity established for children in caseload born out of wedlock	87.0%	69.6%	87.0%	87.0%
♦ Percentage of IV-D cases in CASES Consortium with paternity established for children in caseload born out of wedlock	91.0%	83.0%	98.0%	87.0%
Increase economic self-sufficiency of single parent families				
♦ Amount of child support collected by SF DCSS, in millions	\$34.5	\$35.3	\$35.3	\$36.0
♦ San Francisco current collections as a percentage of current support owed	58.0%	59.7%	59.7%	60.0%
♦ Statewide current collections as a percentage of current support owed	45.2%	55.0%	50.0%	55.0%
♦ San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases with arrears owed	59.2%	62.7%	59.0%	62.7%
♦ Statewide cases with collections on arrears during fiscal year as a percentage of cases with arrears owed	55.4%	62.0%	55.5%	62.0%
Provide effective services to clients				
♦ Number of unemancipated children in San Francisco caseload	25,267	26,000	24,500	25,500
♦ Number of unemancipated children in CASES counties caseloads	447,550	455,000	592,790	1,065,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	140.40	144.44	144.66	0.22
Net Operating Positions	140.40	144.44	144.66	0.22
SOURCES				
Use Of Money Or Property	156,600	150,000	150,000	0
Intergovernmental Revenue - Federal	16,679,464	19,956,895	9,587,184	(10,369,711)
Intergovernmental Revenue - State	8,016,608	10,794,367	4,938,853	(5,855,514)
Charges For Services	10,760	3,000	3,000	0
Sources Total	24,863,432	30,904,262	14,679,037	(16,225,225)
USES-OPERATING EXPENDITURES				
Salaries And Wages	8,714,250	9,343,337	9,425,064	81,727
Fringe Benefits	2,188,431	1,753,303	2,280,385	527,082
Overhead	183,713	189,405	0	(189,405)
Professional & Contractual Services	12,492,005	17,986,349	1,432,426	(16,553,923)
Materials And Supplies	273,401	611,344	380,941	(230,403)
Equipment	21,369	25,000	0	(25,000)
Services Of Other Departments	990,263	995,524	1,160,221	164,697
Uses-operating Expenditure Total	24,863,432	30,904,262	14,679,037	(16,225,225)
EXPENDITURE BY PROGRAM RECAP				
Cases Consortium	10,986,435	18,681,557	2,409,787	(16,271,770)
Child Support Services	13,876,997	12,222,705	12,269,250	46,545
Expenditure By Program Recap Total	24,863,432	30,904,262	14,679,037	(16,225,225)

CHILDREN AND FAMILIES COMMISSION

Mission The San Francisco Children and Families Commission works to instill an enduring obligation in San Francisco’s residents and government to ensure the opportunity for optimal health and development for every child born and raised in this county.

Services The Children and Families Commission prioritizes four focus areas for services: early care and education (child development), child and family health, family support and parent education and enhanced services for children and families who need them.

For more information, call (415) 934-4849.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$5,790,479	\$9,554,578	\$7,758,364	(\$1,796,214)	(18.80%)
Total FTE	9.25	10.00	10.00	0.00	0.00%

Budget Issues and Details

Continuing Support for San Francisco’s Young Children and Families

- ◆ The voter-approved Children and Families Act of 1998 (Proposition 10) increased taxes on tobacco products and dedicated the new revenue to local commissions to spend on health and early care programs designed to give infants to five-year olds the best possible start in life. San Francisco’s local commission—known as both the Children and Families Commission and First Five—is an independent entity. As such, the city has no authority over the commission’s expenditures and no oversight of its budget. However, the commission strives to coordinate its efforts and its spending with those of city agencies, and budget information is provided here as a public service.
- ◆ Each year, the commission reviews its strategic plan and updates it to reflect its evolving work and make informed future funding decisions. A new plan will be approved in summer 2004.
- ◆ In 2004–2005, the commission will continue to partner with the city in supporting Healthy Kids, a health insurance program for low- and moderate-income children who are not eligible for other health insurance programs. First Five’s increase in financial support in 2004–2005 will allow the growing number of eligible infants to five-year olds to enroll in Healthy Kids.

Laying the Groundwork for Universal Preschool

- ◆ In March 2004, San Francisco voters approved Proposition H, which created a new allocation of city funds to be set aside for San Francisco's public schools beginning in 2005–2006. A third of the funding (\$20 million per year when the initiative is fully implemented) will be appropriated to the First Five Commission for the purpose of providing all four-year olds with access to preschool by 2009. Although the funding from Proposition H will not begin to flow for another year, in 2004–2005, the commission will spearhead the effort to develop an implementation proposal and funding guidelines for the new program.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Children & Families				
Ensure that San Francisco's children have adequate health care				
♦ Number of children age 0-5 who are insured through Healthy Kids	n/a	n/a	3,467	3,500
Provide high quality child care for San Francisco's children				
♦ Number of child care workers who participate in high quality and culturally appropriate training	1,459	700	1,200	1,200

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	9.25	10.00	10.00	0.00
Net Operating Positions	9.25	10.00	10.00	0.00
SOURCES				
Use Of Money Or Property	706,502	600,000	602,055	2,055
Intergovernmental Revenue - State	5,038,477	6,991,000	7,156,309	165,309
Other Revenues	45,500	0	0	0
Sources Total	5,790,479	7,591,000	7,758,364	167,364
USES-OPERATING EXPENDITURES				
Salaries And Wages	504,350	660,532	663,444	2,912
Fringe Benefits	113,040	127,852	163,758	35,906
Professional & Contractual Services	208,298	439,945	401,993	(37,952)
Aid Assistance / Grants	3,689,542	4,629,709	4,981,775	352,066
Materials And Supplies	77,063	0	0	0
Equipment	722	10,475	0	(10,475)
Services Of Other Departments	1,197,464	1,122,487	1,547,394	424,907
Budgetary Reserves	0	600,000	0	(600,000)
Uses-operating Expenditure Total	5,790,479	7,591,000	7,758,364	167,364
EXPENDITURE BY PROGRAM RECAP				
Children & Families	5,790,479	7,591,000	7,758,364	167,364
Expenditure By Program Recap Total	5,790,479	7,591,000	7,758,364	167,364

CHILDREN, YOUTH AND THEIR FAMILIES

Mission

The Department of Children, Youth and Their Families (DCYF) improves the well being of San Francisco's children and youth by ensuring the strategic investment of resources, collaborating with key partners and by building the capacity of communities to improve outcomes.

Services

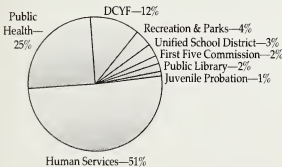
DCYF supports community-based organizations and schools and city departments to deliver academic support, youth employment, early childhood education, family support, child care, arts, recreation and sports and medical and mental-health services. DCYF also coordinates several initiatives with local agencies to work together to achieve common goals, including programs such as High Quality Child Care, Stay-in-School Coalition, Youth Employment Coordination, Wellness Centers, Youth-Initiated Projects, SF TEAM, Gang-Free Communities, Beacon Centers and Safe Start.

For more information, call (415) 554-8990.

Budget Data Summary

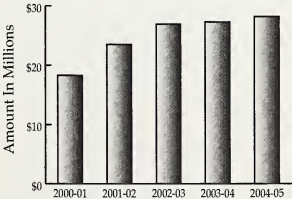
	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Variance: Proposed vs Estimated Nominal	Percent
Total Expenditures	\$46,735,614	\$44,989,583	\$50,277,484	\$5,287,901	11.75%
Total FTE	36.03	34.58	29.59	(4.99)	(14.43%)

Citywide Spending on Children's Services



DCYF gathered 2002-2003 data on citywide investment in children's services, excluding services provided by law enforcement or that benefit children incidentally. Of the \$317 million in annual spending, DCYF's budget represents 12% but the department's share of discretionary city spending on children's services is estimated at 35%.

Children's Fund Revenue



The Children's Fund, a property tax set-aside, has shown steady growth from year to year. In 2004-2005, budgeted Children's Fund revenue is approximately \$650,000 greater than in 2003-2004.

Budget Issues and Details

Strategic Investing in Children's and Youth Services

- ◆ DCYF's budget is backed by three main sources of revenue—state and federal grants, the city's General Fund and the Children's Fund, a property tax dedicated to funding children and youth services. DCYF's 2004–2005 budget contains \$28 million in Children's Fund revenue, a \$650,000 increase over the 2003–2004 budget.
- ◆ The Children's Amendment, approved by voters in 2000, stipulated that DCYF conduct a three-year, community-based strategic planning process culminating in an investment plan designed to achieve positive, measurable outcomes. In February 2004, the department issued a Request For Proposals (RFP), through which 119 community-based organizations secured three-year funding totaling more than \$45 million to support programs that will achieve the specific goals set forth in DCYF's plan. A total of 37 new programs will be funded. 2004–2005 marks the first year in which DCYF will implement a results-based budget with their investments.

Redirecting Administrative Funds to Direct Services

- ◆ Like all city departments, DCYF's 2004–2005 budget sustained a reduction in General Fund support. The majority of the department's General Fund cuts had no direct impact on current service levels. The balance of the cuts will result in a reduced level of General Fund-supported grants available to community-based organizations. Across all funds however, the department's grantmaking budget increases in 2004–2005.
- ◆ DCYF reassessed its organization and administrative budget within the Children's Fund and identified ways to achieve \$750,000 in annual savings without compromising service delivery. These savings will be redirected to the pool of funds available for grantmaking in 2004–2005.
- ◆ Proposition H, the Great Schools Initiative was passed by voters in March 2004. When fully implemented in 2007–2008, the initiative will provide \$60 million annually in new city funding to the school district for universal preschool, arts, music, athletics, libraries as well as discretionary spending. In 2004–2005, DCYF's budget funds a new position that will serve as a School District Liaison to help oversee planning and implementation of Proposition H.

Continuing Support and Service Coordination

- ◆ DCYF's funding priorities for 2004–2005 reflect a continued commitment for youth employment, early care, school readiness, violence prevention, physical and mental health and family support. In addition to the programs funded through the above-mentioned RFP, in 2004–2005 DCYF will maintain current levels of support for the following ongoing initiatives—Beacon Centers, Wellness Centers and High Quality Childcare.
- ◆ DCYF will continue its efforts to ensure the coordination of services throughout San

Francisco. For the first time ever in 2004–2005, DCYF will pool funding for early care and education with First Five San Francisco and the Department of Human Services. DCYF will also partner with the Private Industry Council on youth employment, with the Housing Authority to provide the Summer Food Program and Mayor’s Vocational Program, and with the school district in several joint initiatives. The latter include the Stay-In-School Coalition; SF TEAM, a literacy program for K-8 students; the Beacon Initiative, which brings community services into eight middle schools; and the Wellness Initiative, through which students at seven high schools have access to on-site mental health and substance abuse services and linkages to health services. Approximately \$9 million in General and Children’s Fund support flows through DCYF to these and other school-linked programs.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Children's Baseline				
Increase the quality and accessibility of child care				
• Number of family child care home providers and centers that receive training	624	650	650	600
Support the health of children and youth				
• Number of meals delivered to eligible children and youth through the Summer Food Program	163,597	187,750	192,736	187,750
• Number of adolescents with access to school wellness centers	12,188	12,268	12,268	12,268
Children's Fund Programs				
Improve accountability and the quality of services for children, youth, and their families				
• Percentage of programs with signed contracts that receive a programmatic or fiscal review by DCYF staff within the first six months of the contract	94%	94%	69%	94%
Improve the well-being of San Francisco children, youth, and their families				
• Number of children, youth, and their families served through projects funded by the Children's Fund	61,267	62,000	62,000	62,000
Children's Svcs - Non-Children's Fund				
Support children's and youth's contributions to the vitality of San Francisco				
• Number of YouthWorks participants who receive job training	490	400	400	400

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	36.03	34.58	29.59	(4.99)
Net Operating Positions	36.03	34.58	29.59	(4.99)
SOURCES				
Local Taxes	26,156,710	27,399,000	28,046,000	647,000
Use Of Money Or Property	288,433	108,000	108,000	0
Intergovernmental Revenue - Federal	1,270,219	765,000	765,000	0
Intergovernmental Revenue - State	594,624	195,000	195,000	0
Charges For Services	1,031,188	95,835	95,835	0
Other Revenues	4,103	0	0	0
Transfers In	2,500,000	2,749,384	2,749,384	0
Expenditure Recovery	1,471,237	1,536,672	1,536,672	0
Fund Balance	760,822	899,000	7,200,000	6,301,000
General Fund Support	12,658,278	10,636,229	9,581,593	(1,054,636)
Sources Total	46,735,614	44,384,120	50,277,484	5,893,364
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,198,127	2,341,087	2,106,912	(234,175)
Fringe Benefits	467,915	434,016	496,856	62,840
Professional & Contractual Services	2,400,019	2,627,659	982,479	(1,645,180)
Aid Assistance / Grants	34,936,550	31,046,253	39,174,114	8,127,861
Materials And Supplies	96,166	85,646	75,313	(10,333)
Services Of Other Departments	6,636,837	7,849,459	7,441,810	(407,649)
Uses-operating Expenditure Total	46,735,614	44,384,120	50,277,484	5,893,364
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	13,111,489	15,141,857	21,628,363	6,486,506
Children's Fund Programs	30,293,507	27,348,168	26,626,014	(722,154)
Children's Svcs - Non-Children's Fund	3,330,618	1,894,095	2,023,107	129,012
Expenditure By Program Recap Total	46,735,614	44,384,120	50,277,484	5,893,364

CITY ATTORNEY

Mission The City Attorney provides the highest quality legal services to the Mayor’s Office, the Board of Supervisors, the San Francisco Unified School District and to the many departments, boards and commissions of the City and County of San Francisco.

Services To accomplish its mission, the City Attorney’s Office provides advice and counsel to every unit of local government. The office drafts and reviews legislation, contracts and other legal documents; it represents the city in all civil legal proceedings, both as defendant and plaintiff; defends the validity of local laws and administrative actions, whether enacted by city policymakers or voters; and protects our residents, businesses and neighborhoods by aggressively enforcing San Francisco’s building, health and public safety codes.

For more information, call (415) 554-4700.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$53,978,000	\$46,107,799	\$51,005,095	\$4,897,296	10.62%
Total FTE	237.78	236.86	231.72	(5.14)	(2.17%)

Budget Issues and Details

Expanding Risk Management

- ◆ Recognizing that proactive risk prevention is essential to reduced litigation costs for the city, the City Attorney’s Office has established a risk management program to provide departments with quantitative information regarding the number, nature and dollar value of claims and litigation against the city. During 2004–2005, the office will continue generating risk management reports regularly and share these reports with department heads and the city’s risk manager. In addition, staff will meet regularly with each department to analyze trends and identify remedies.
- ◆ The City Attorney will continue to develop and conduct training programs for the city’s boards, commissions and departments. The office will address issues such as the Sunshine Ordinance, conflict resolution, preventing discrimination and harassment in the workplace, accommodating constituents and employees with disabilities and implementing the new workers’ compensation legislation. In addition, the office will publish the annual update of the “Good Government Guide,” an overview of the major laws governing the conduct of city employees and officials.

Maximizing Revenue Collection

- ◆ In 2004–2005, the office will continue its efforts to maximize the collection of fees and revenues owed to the city. During 2002–2003, the office developed a Revenue Collection Task Force to assist departments in collecting monies owed to the city from various sources, such as fines, penalties, taxes, property damage reimbursements and workers' compensation subrogation. The task force is now fully operational and, during the coming fiscal year, it will intensify its efforts to assist departments in their revenue collection and fee-setting activities.

Expanding Active Code Enforcement

- ◆ The City Attorney's Office will continue to improve the city's neighborhoods through the efforts of its Code Enforcement and Resident Protection Team. Providing investigation and litigation support to the city departments charged with enforcing our local building, health and public safety codes, the team has been instrumental in marshaling the diverse expertise of the various departments into a highly successful inspection program—the "Code Enforcement Task Force."

Ongoing Affirmative Litigation

- ◆ The City Attorney's Office serves not only as a representative for city officials, but as an advocate for the interests of San Franciscans as a whole. Through its Affirmative Litigation Program, the office has cost effectively advanced important public policy initiatives established by the Mayor and Board of Supervisors. In 2004–2005, the office will, in addition to ongoing public interest cases:
 - ❑ continue to vigorously support the Mayor's efforts to end discrimination against gay and lesbian couples who wish to marry by seeking an unequivocal declaration from the courts that state provisions banning same-sex marriage are unconstitutional,
 - ❑ determine the pervasiveness of predatory lending practices in San Francisco and explore appropriate legal actions to end such practices, and
 - ❑ establish a multi-disciplinary team to develop legal strategies to eliminate the growing problem of fraud and financial abuse perpetrated against vulnerable senior citizens in San Francisco.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Claims				
Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims				
♦ Average number of days from claim filing to final disposition	74	76	82	76
♦ Percent of claims denied	52%	52%	52%	52%
♦ Percent of claims settled	48%	48%	48%	48%
♦ Average settlement amount per claim	\$3,059	\$3,059	\$3,059	\$3,059

Legal Initiatives

Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government				
♦ Average cost per tort litigation case	\$24,815	\$24,815	\$21,701	\$21,701
♦ Value of judgments/settlements against the City, in millions	\$12.1	\$12.1	\$12.1	\$12.1

Legal Service

Draft legislation, at the request of the Board of Supervisors, which expresses the desired policies of the City and County of San Francisco and is legally valid				
♦ Number of pieces of legislation drafted	206	206	138	138
♦ Average cost per piece of legislation drafted	\$4,347	\$4,335	\$1,774	\$1,774
Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government				
♦ Number of hours required to respond to requests for general advice and counsel	109,713	109,713	105,582	105,582
♦ Total cost of responses to requests for general advice and counsel, in millions	\$19.2	\$18.6	\$18.0	\$18.0
Provide legal services to client departments which meet client expectations for quality				
♦ Percent of client departments who rate the office's legal services as of the highest quality	n/a	95%	93%	95%
♦ Percent of client departments who express satisfaction with the office's billing process	n/a	80%	73%	80%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	319.53	317.61	312.47	(5.14)
Non-operating Positions (funded By Capital/other)	(81.75)	(80.75)	(80.75)	0.00
Net Operating Positions	237.78	236.86	231.72	(5.14)
SOURCES				
Licenses And Fines	0	0	2,000,000	2,000,000
Charges For Services	71,943	0	0	0
Expenditure Recovery	42,744,222	38,969,197	44,086,449	5,117,252
Departmental Transfer Adjustment	2,821,841	0	0	0
General Fund Support	8,339,994	7,138,602	4,918,646	(2,219,956)
Sources Total	53,978,000	46,107,799	51,005,095	4,897,296
USES-OPERATING EXPENDITURES				
Salaries And Wages	33,568,468	31,569,073	32,684,830	1,115,757
Fringe Benefits	6,839,438	5,478,224	6,723,300	1,245,076
Professional & Contractual Services	11,011,610	6,001,542	8,896,567	2,895,025
Materials And Supplies	232,754	222,774	222,774	0
Equipment	0	150,231	85,794	(64,437)
Services Of Other Departments	2,325,730	2,685,955	2,391,830	(294,125)
Uses-operating Expenditure Total	53,978,000	46,107,799	51,005,095	4,897,296
EXPENDITURE BY PROGRAM RECAP				
Claims	4,523,919	4,300,947	4,494,442	193,495
Legal Initiatives	1,700,000	1,635,000	1,635,000	0
Legal Service	47,752,351	40,171,852	44,875,653	4,703,801
System Planning / Regulatory Control	1,730	0	0	0
Expenditure By Program Recap Total	53,978,000	46,107,799	51,005,095	4,897,296

CITY PLANNING

Mission The Planning Department guides the orderly and prudent use of land, in both the natural and man-made environments to improve the quality of life and embrace the diverse perspectives of those who live in, work in and visit San Francisco.

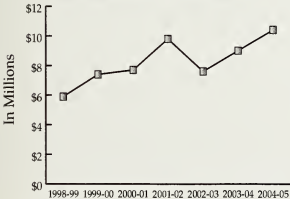
Services The department provides neighborhood planning, citywide policy analysis, environmental review and public information services.

For more information, call (415) 558-6377.

Budget Data Summary

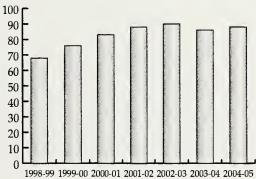
	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$13,884,146	\$13,235,861	\$16,040,190	\$2,804,329	21.19%
Total FTE	136.44	137.93	129.85	(8.08)	(5.86%)

Fee Revenue By Fiscal Year



Fees have not been adjusted since the early 1990s. In 2004-2005, a fee adjustment is projected to increase revenues by approximately 14%.

Number of Filled Planner Positions



While the department's total number of employees will decrease due to cuts in administrative positions, the number of planners assigned to departmental work will increase as compared to 2003-2004.

Budget Issues and Details

Citywide Planning Activities

- ◆ The "Better Neighborhoods" initiative continues in 2004-2005, with additional funding for one new neighborhood project—Geary Street Corridor. The budget also provides funding needed for environmental review of the Balboa Park and the Central Waterfront plans. Completion of the environmental review for the

Market/Octavia plan is expected in 2004. All of these initiatives focus on providing tools for building housing in city neighborhoods and commercial cores without compromising the design of public space or local community preferences. The 2004–2005 budget provides needed funding to complete existing Better Neighborhoods initiatives.

- ◆ In January 2002, the Planning Department launched the ambitious Eastern Neighborhoods Community Planning Process. The goal of this initiative is to develop a set of permanent zoning controls for San Francisco's eastern neighborhoods, which include the Mission, South of Market, Bayview Hunter's Point, Visitacion Valley and Showplace Square/Potrero Hill. In 2004–2005, the department will continue its environmental review and further develop the policies and plans that will ultimately develop permanent zoning amendments to the planning code, the public benefits program and urban design requirements.

Modernizing Equipment and Information Technology Systems

- ◆ The 2004–2005 budget designates \$300,000 to upgrade existing computer equipment and keep the department on track with a regular replacement schedule for computers, software and other related equipment. As a result, the department is expected to improve individual productivity and meet long-held expectations for improved information technology.

Increasing Revenues for Better Service

- ◆ In 2004–2005, the department is proposing to adjust fees for permits and various services to cover associated costs. As a result, the department expects to improve the timeliness and efficiency of short-range planning services and to make significant progress toward completing ongoing long-range planning projects. While some fees will decrease, cumulative fee revenue will increase 14 percent.
- ◆ Since the last fee adjustment in the early 1990s, additional activities have added to its operating costs. Examples include greater public notice of potential land-use changes, longer and more complex involvement in mediation related to discretionary review cases, increased outreach to non-English speakers and making available detailed minutes of Planning Commission meetings to the public in a more timely fashion. Revenue generated by the fee adjustment will support these activities and other important programs in 2004–2005.

Savings through Reorganization

- ◆ In 2004–2005, the department will generate nearly \$500,000 in savings through reductions in administrative staff. A portion of these savings will be used to fill four vacant planner positions and a graphic artist position. The department will also reassign a number of positions to better reflect current projects and needs. Despite overall reductions, the department will maintain and, in some cases, improve services and operations to fulfill its mission while still meeting budget-reduction mandates.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Current Planning				
Streamline permit and application review services				
♦ Percentage of all building permits reviewed within five days	50%	50%	40%	40%
♦ Percentage of all variance applications decided within 90 days	50%	50%	40%	40%
♦ Percentage of conditional uses and other applications requiring Commission action brought to hearing within 90 days	35%	50%	30%	40%
♦ Percentage of landmark-related applications brought to Landmarks Board within 45 days of application	65%	65%	50%	50%
♦ Percentage of all Discretionary Review applications brought to hearing in 45 days	40%	40%	30%	30%
♦ Percentage of all review of federally assisted proposals for impacts on historic resources completed within 30 days	65%	65%	65%	50%
♦ Percentage of all miscellaneous permits referred by other agencies responded to within 7 days	60%	60%	60%	50%
♦ Percentage of all written requests for Zoning Administrator determinations answered within 14 calendar days from the date of receipt	60%	60%	60%	50%

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TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	140.44	139.76	131.68	(8.08)
Non-operating Positions (funded By Capital/other)	(4.00)	(1.83)	(1.83)	0.00
Net Operating Positions	136.44	137.93	129.85	(8.08)
SOURCES				
Intergovernmental Revenue - State	25,000	350,000	50,000	(300,000)
Intergovernmental Revenue - Other	360,598	175,420	169,413	(6,007)
Charges For Services	8,672,252	9,290,783	10,263,787	973,004
Transfers In	0	2,298,225	5,388,149	3,089,924
Expenditure Recovery	552,575	1,121,433	168,841	(952,592)
General Fund Support	4,273,721	0	0	0
Sources Total	13,884,146	13,235,861	16,040,190	2,804,329
USES-OPERATING EXPENDITURES				
Salaries And Wages	9,729,984	10,342,269	9,826,521	(515,748)
Fringe Benefits	2,043,268	1,821,460	2,286,808	465,348
Overhead	0	0	664,042	664,042
Professional & Contractual Services	979,538	652,581	1,943,460	1,290,879
Aid Assistance / Grants	0	0	18,514	18,514
Materials And Supplies	103,936	73,171	73,014	(157)
Equipment	265,704	0	299,870	299,870
Services Of Other Departments	595,316	346,380	927,961	581,581
Transfers Out	161,431	0	0	0
Uses-operating Expenditure Total	13,879,177	13,235,861	16,040,190	2,804,329
USES-PROJECT EXPENDITURES				
Capital Projects	4,969	0	0	0
Uses-project Expenditure Total	4,969	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Administration	3,098,230	2,597,264	4,845,886	2,248,622
Current Planning	7,787,728	7,893,995	7,132,716	(761,279)
Long Range Planning	2,998,188	2,744,602	4,061,588	1,316,986
Expenditure By Program Recap Total	13,884,146	13,235,861	16,040,190	2,804,329

CIVIL SERVICE COMMISSION

Mission The Civil Service Commission establishes, ensures and maintains an equitable and credible merit system for public service employment for the citizens of San Francisco. The commission’s goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

Services The commission establishes rules, regulations and policies on public employment; hears appeals of the decisions of the Human Resources Director; provides training and education of the merit system; and monitors and audits the operation of the merit system through inspection services. The commission also conducts surveys, sets salaries for elected officials, provides outreach, information and notification of the Catastrophic Illness Program and administers the city’s Employee Relations Ordinance.

For more information, call (415) 252-3247.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$709,492	\$653,544	\$684,410	\$30,866	4.72%
Total FTE	6.50	5.99	5.99	0.00	0.00%

Budget Issues and Details

Streamlined Process Enables Quick Commission Response

- ◆ Budget reductions that involve layoffs and position reassignments often increase the number of appeals and requests for hearings to the Civil Service Commission. The commission’s efforts over the past few years to streamline its rules, policies and appeals process will help the commission to respond to this increased workload and resolve appeals and other disputes in a timely manner.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Civil Service Commission				
Support Commission in resolving civil service issues				
• Percentage of appeals and requests for hearings processed within seven days	85%	90%	85%	90%
• Percentage of appeals resolved and forwarded to the commission in the fiscal year	79%	63%	60%	60%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	6.50	5.99	5.99	0.00
Net Operating Positions	6.50	5.99	5.99	0.00
SOURCES				
Expenditure Recovery	104,433	129,489	31,374	(98,115)
General Fund Support	605,059	524,055	653,036	128,981
Sources Total	709,492	653,544	684,410	30,866
USES-OPERATING EXPENDITURES				
Salaries And Wages	429,198	450,733	458,031	7,298
Fringe Benefits	103,427	76,975	104,389	27,414
Professional & Contractual Services	115,260	63,922	63,922	0
Materials And Supplies	5,334	6,654	6,154	(500)
Services Of Other Departments	56,273	55,260	51,914	(3,346)
Uses-operating Expenditure Total	709,492	653,544	684,410	30,866
EXPENDITURE BY PROGRAM RECAP				
Civil Service	709,492	653,544	684,410	30,866
Expenditure By Program Recap Total	709,492	653,544	684,410	30,866

CONTROLLER'S OFFICE

Mission

The Controller's Office ensures the city's financial integrity and promotes efficient, effective and accountable government. The office strives to be a model for good government and to make the city a better place to live and work.

Services

The Controller's Office processes the city's budget, projects and certifies city revenues, develops and maintains financial information systems, monitors and controls the city's financial operations, pays vendors, prepares and distributes paychecks to all city employees, and serves as "City Services Auditor" for the City and County of San Francisco.

For more information, call (415) 554-7500.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$22,193,196	\$22,398,040	\$26,723,311	\$4,325,271	19.31%
Total FTE	158.33	141.19	171.33	30.14	21.35%

Budget Issues and Details

Maintaining Core Functions

- ◆ The proposed budget for the Controller's Office for fiscal year 2004–2005 is \$27.3 million, which reflects an increase of \$5 million to augment the City Services Auditor function. Outside of that allocation, the Controller's Office reduced its 2004–2005 General Fund allocation by approximately \$1.13 million to help the city close its budget deficit.
- ◆ In 2004–2005, the Controller's Office will continue to focus on maintaining its core functions of budgeting and financial analysis, accounting operations and financial reporting, completing mandated financial audits and providing payroll services to city employees. In addition, the office will establish the Charter-mandated City Services Auditor function.

Building City Services Audit Capacity

- ◆ In November 2003, San Francisco voters passed a ballot measure expanding the Controller's responsibilities and core functions—putting new emphasis on benchmarking and on the use of information, auditing and performance measurement—to inform decision-making in city government. Under this measure,

the Controller's Office is designated as the City Services Auditor with specific responsibility for reporting on the level and effectiveness of San Francisco's public services.

- ◆ The City Services Auditor function establishes new requirements that the Controller's Office analyze and report on the city's efforts to meet standards for park, street and sidewalk maintenance. The City Services Auditor is also charged with contracting and employment practices oversight and creating a new whistleblower hotline. Lastly, the city will publish data about its services and provide information to the public in accessible, web-based formats.
- ◆ In 2004–2005, the Controller's budget will increase by \$5 million to support this new function. In addition to funding the new whistleblower hotline, a total of 34 new auditors and analysts will be added to 33 existing employees to augment the new City Services Audit division.

Supporting the Mayor's SFStat Citywide Management Initiative

- ◆ The SFStat program and the City Services Auditor are both part of an expanded mandate to compile, analyze and use information to improve San Francisco's public services, and to manage city government as a coordinated enterprise. The City Services Auditor will staff this effort on an ongoing basis—assisting city departments in raising the level and measuring the quality of performance, including benchmarking efforts with other governments and businesses. Staff will consolidate the payroll, financial and contracting data that are at the core of SFStat and analyze data supplied by departments to provide the Mayor and the SFStat panel of city leaders with a summarized, focused look at city management information. Finally, the City Services Audit group will publish the best of this information on the city's website.

Increased Use of Technology and Web-Based Services

- ◆ In 2004–2005, in addition to developing internet access for information about the City Services Auditor services, the Controller's Office will also initiate development of web-based access to vendor information for public inquiries.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Accounting Operations & Systems				
Ensure accurate and appropriate accounting procedures				
♦ Percentage of city departments who receive "post-audit" of accounting transactions	75%	80%	85%	85%
♦ Number of findings of material and significant weakness in annual City audit	1	0	0	0
Provide accurate, timely information to support fiscal planning				
♦ Percentage by which actual expenditures vary from nine-month estimate	3.82%	1.00%	1.00%	1.00%
Provide timely, accurate accounting/financial transactions				
♦ Percentage of documents for Controller approval processed within five days	86%	80%	82%	80%
Provide timely, accurate reporting that supports the City's financial integrity				
♦ City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes
City Services Auditor				
Conduct audits efficiently				
♦ Cost per financial or compliance audit	\$21,000	\$22,000	\$15,400	\$16,000
♦ Cost per performance audit	\$83,400	\$100,000	\$53,500	\$80,000
Provide effective service to City departments to improve their operations				
♦ Percentage of client department ratings that are "good" or "excellent"	100%	92%	92%	92%
Management, Budget & Analysis				
Provide accurate, timely information to support fiscal planning				
♦ Percentage by which actual revenues vary from budget estimates	4.15%	4.00%	2.00%	4.00%
Payroll & Personnel Services				
Pay City employees correctly and on time				
♦ Percentage of payroll transactions not requiring correction	99.2%	98.0%	98.0%	98.0%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	158.33	141.19	171.33	30.14
Net Operating Positions	158.33	141.19	171.33	30.14
SOURCES				
Intergovernmental Revenue - State	0	100,000	0	(100,000)
Charges For Services	231,253	275,264	236,000	(39,264)
Other Revenues	1,155,405	0	0	0
Expenditure Recovery	2,317,956	2,470,251	7,916,423	5,446,172
General Fund Support	18,488,582	19,452,525	18,570,888	(881,637)
Sources Total	22,193,196	22,298,040	26,723,311	4,425,271
USES-OPERATING EXPENDITURES				
Salaries And Wages	10,550,449	10,974,181	13,249,819	2,275,638
Fringe Benefits	2,335,145	1,924,864	2,992,836	1,067,972
Professional & Contractual Services	1,058,467	1,351,315	3,127,454	1,776,139
Materials And Supplies	299,133	245,674	476,674	231,000
Equipment	0	60,000	0	(60,000)
Services Of Other Departments	7,950,002	7,742,006	6,876,528	(865,478)
Uses-operating Expenditure Total	22,193,196	22,298,040	26,723,311	4,425,271
EXPENDITURE BY PROGRAM RECAP				
Accounting, Operations & Systems	9,929,342	10,390,593	9,745,797	(644,796)
City Services Auditor	2,549,323	3,175,470	8,054,930	4,879,460
Management, Budget & Analysis	3,419,525	3,032,021	3,406,701	374,680
Payroll & Personnel Services	6,295,006	5,699,956	5,515,883	(184,073)
Expenditure By Program Recap Total	22,193,196	22,298,040	26,723,311	4,425,271

COUNTY EDUCATION OFFICE

In 2002–2003, funding for programs and services at the County Education Office was diverted to the Department of Children, Youth and Their Families (DCYF), which administers the funds in conjunction with the San Francisco Unified School District. Overall General Fund support for arts, music and athletics programs offered through the school district will remain constant in 2004–2005. Additionally, DCYF will fund a number of new and ongoing programs in partnership with the school district. More detail about these programs can be found in the submission for DCYF.

Funding for staff at the County Education Office is maintained in this submission, as required of counties under the California Constitution. Funds support staff at the San Francisco Unified School District, as legally mandated.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$69,059	\$68,296	\$69,023	\$727	1.06%
Total FTE	1.00	1.00	1.00	0.00	0.00%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	11.00	11.00	11.00	0.00
Non-operating Positions (funded By Capital/other)	(10.00)	(10.00)	(10.00)	0.00
Net Operating Positions	1.00	1.00	1.00	0.00
SOURCES				
Charges For Services	3,142	0	0	0
General Fund Support	65,917	68,296	69,023	727
Sources Total	69,059	68,296	69,023	727
USES-OPERATING EXPENDITURES				
Salaries And Wages	54,358	55,056	54,846	(210)
Fringe Benefits	14,701	13,240	14,177	937
Uses-operating Expenditure Total	69,059	68,296	69,023	727
EXPENDITURE BY PROGRAM RECAP				
County Education Services	69,059	68,296	69,023	727
Expenditure By Program Recap Total	69,059	68,296	69,023	727

DISTRICT ATTORNEY

Mission The District Attorney’s Office conducts all prosecutions for public offenses to achieve the highest quality and quantity of justice for all San Franciscans and sponsors projects that further the goal of public safety.

Services The District Attorney reviews and prosecutes criminal acts in the City and County of San Francisco through the Felony and Misdemeanor Trial divisions, maintains a Bureau of Criminal Investigation and administers various ancillary criminal justice programs.

For more information, call (415) 553-1752.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$32,576,721	\$30,657,011	\$31,145,341	\$488,330	1.59%
Total FTE	251.74	239.60	240.69	1.09	0.45%

Budget Issues and Details

Devoting Resources to Help Solve Homicides

- ♦ One of the most challenging problems facing San Francisco’s new District Attorney is addressing the increased number of homicides in the first five months of 2004. Although the problem is multi-faceted and requires the attention of every city leader, one important aspect of the city’s response is the administration of justice. The Mayor’s Budget for 2004–2005 increases resources to the District Attorney’s Office to help investigate and prosecute every murder case as successfully as possible. In 2004–2005, the office will have enough funding for additional attorneys to decrease the average number of cases per attorney and assure more rigorous and immediate attention to each homicide case.
- ♦ In addition to timely prosecution of more recent homicides, the District Attorney is committed to clearing a backlog of homicide cases currently pending in the criminal justice system. Reducing the backlog furthers the administration of justice and provides some measure of relief for victims’ families. It also helps to reduce spending in other city agencies, including the Sheriff’s Department. Every sentenced prisoner moved from local jail to state prison saves the city \$35,000 a year.

Fighting Gun Crimes

- ◆ Most homicides within the city and county are committed with guns. In an effort to reduce gun crimes of all kinds in San Francisco, the District Attorney will create a gun crimes unit in 2004–2005. This unit—the first of its kind in the city—will strictly enforce gun laws through specialized handling of gun crimes. The unit will work closely with other city public safety departments, as well as with state and federal agencies, to ensure that individuals who commit gun felonies are swiftly arrested and prosecuted and that their guns are removed from the street. Among other objectives, the new unit will focus on investigating and preventing the flow of guns into the city.

Prosecuting Child Abuse

- ◆ In the new fiscal year, the District Attorney's Office will increase its efforts to fight child sexual and physical abuse in San Francisco. The office will create a child abuse unit and add new staff to those already working on these crimes. In addition, the District Attorney's Office will provide special training for investigators and prosecutors in the new unit to better address these particularly complex and difficult cases.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Family Violence Program				
Assist victims in recovering from the aftermath of crime				
♦ Number of victims provided court accompaniment	1,119	750	1,114	900
♦ Number of victims receiving compensation for losses as a result of a crime	1,400	1,000	1,200	1,000
Felony Prosecution				
Efficiently review and ethically prosecute felony cases				
♦ Number of adult felony arrests reviewed	19,440	n/a	20,000	20,000
♦ Number of adult felony arrests charged or handled by probation or parole revocation	6,600	n/a	7,500	7,500
♦ Average number of adult felony cases handled per felony trial attorney	114	n/a	127	114
Maintain and increase specialized skills of investigators and prosecutors through training programs				
♦ Number of enhanced trainings provided for attorneys and investigators	21	30	41	50
Specially handle all domestic violence and elder abuse cases				
♦ Number of cases charged by the domestic violence unit	n/a	n/a	950	950
♦ Number of all elder abuse cases specially handled	67	150	90	150
Specially handle every homicide case				
♦ Number of homicides reported	77	n/a	76	90
♦ Number of homicide arrests	26	n/a	16	26
♦ Number of homicide cases filed	18	n/a	15	23
♦ Average number of cases handled per attorney in the homicide unit	n/a	n/a	16	13
Utilize rehabilitative options effectively in narcotics cases				
♦ Number of narcotics cases referred to rehabilitative treatment programs	2,000	n/a	2,280	2,280

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	255.08	240.62	241.61	0.99
Non-operating Positions (funded By Capital/other)	(3.34)	(1.02)	(0.92)	0.10
Net Operating Positions	251.74	239.60	240.69	1.09
SOURCES				
Licenses And Fines	1,269,685	200,000	3,100,000	2,900,000
Use Of Money Or Property	11,977	0	0	0
Intergovernmental Revenue - Federal	968,498	697,088	796,108	99,020
Intergovernmental Revenue - State	4,197,469	4,276,889	3,440,682	(836,207)
Charges For Services	843,318	973,000	973,000	0
Expenditure Recovery	3,063,523	2,627,502	2,251,749	(375,753)
General Fund Support	22,222,251	21,882,532	20,583,802	(1,298,730)
Sources Total	32,576,721	30,657,011	31,145,341	488,330
USES-OPERATING EXPENDITURES				
Salaries And Wages	22,626,544	21,766,737	23,011,963	1,245,226
Fringe Benefits	4,442,761	3,442,173	4,848,738	1,406,565
Professional & Contractual Services	1,520,419	1,648,078	1,647,037	(1,041)
Materials And Supplies	150,768	220,591	147,858	(72,733)
Equipment	91,815	0	135,834	135,834
Services Of Other Departments	3,744,414	3,498,070	1,279,562	(2,218,508)
Budgetary Reserves	0	81,362	74,349	(7,013)
Uses-operating Expenditure Total	32,576,721	30,657,011	31,145,341	488,330
EXPENDITURE BY PROGRAM RECAP				
Administration	832,763	791,511	701,437	(90,074)
Career Criminal Prosecution	770,122	735,255	729,765	(5,490)
Child Abduction	694,077	725,225	748,802	23,577
Family Violence Program	465,178	470,230	483,869	13,639
Felony Prosecution	18,027,204	17,139,459	17,022,236	(117,223)
Pre-Sentencing Investigation	297,765	328,954	343,643	14,689
Misdemeanor Prosecution	1,733,251	1,632,195	2,347,751	715,556
Support Services	2,316,734	2,105,848	2,356,614	250,766
Work Orders & Grants	7,439,627	6,728,334	6,411,224	(317,110)
Expenditure By Program Recap Total	32,576,721	30,657,011	31,145,341	488,330

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

Mission The Economic and Workforce Development Department is committed to creating new jobs and housing; improving the city infrastructure; and investing in our workforce, our neighborhoods and our business sector.

Services The department provides services to retain and attract businesses, builds public/private development partnerships, coordinates small business assistance, supports workforce development efforts and oversees the negotiation and financing of major city projects.

For more information, call (415) 554-6969.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$3,978,564	\$1,851,239	\$2,450,139	\$598,900	32.35%
Total FTE	18.10	10.00	13.09	3.09	30.90%

Budget Issues and Details

Strengthening Neighborhoods and Small Businesses

- ◆ The Small Business Commission (SBC) serves as a one-stop resource center for small businesses and provides policy direction on legislation affecting small businesses. In 2003–2004, SBC managed “sfbizinfo,” a referral and case management program for business; implemented the “Shop Outside the Box” campaign to promote local small businesses; and worked with the Board of Supervisors to create legislation for additional Business Improvement Districts (BIDs). In 2004–2005, SBC will continue to manage sfbizinfo, continue to implement BIDs’ goals and provide education and outreach to new and existing businesses.
- ◆ In 2004–2005, the department will renew its emphasis on strengthening commercial corridors through a comprehensive approach that includes BIDs; coordinating existing incentives, such as façade improvement and small business loans; and developing new targeted incentives. The department will also provide transactional support to help implement the Planning Department’s Better Neighborhood program and intends to establish a Brownfields program to focus on restoring contaminated sites to productive use.

Major Development Projects

- ◆ The city's ongoing public/private partnerships represent billions of dollars of potential new investment, thousands of construction and permanent jobs, millions in tax revenue and more than ten thousand new housing units. Under the department's oversight, teams comprising members of key departments will be established to move projects efficiently from conceptualization to implementation and to ensure that transactions are structured to realize maximum economic benefits to the city.

Economic Competitiveness

- ◆ Helping to better integrate economic development with workforce development activities in the city will be one of the department's core activities in 2004–2005. The department will work with the private sector and local community-based organizations, City College and other job training entities to maximize job opportunities for local residents.
- ◆ With current high unemployment levels and more than 16 million vacant square feet of commercial space in the city, the department will renew its focus on business attraction and retention. The department will focus attraction efforts on key growth sectors, such as life sciences and green energy/technology. In addition, the department will aggressively market the use of sfprospector.com, the city's award-winning site location portal.
- ◆ The Office of International Trade and Commerce within the department works to expand the international opportunities for San Francisco through liaison and partnership with the local diplomatic community, foreign businesses and nonprofit trade organizations. It also manages San Francisco's award-winning Sister City program and works closely with the San Francisco International Airport on attracting and developing new airlines and routes for SFO. In 2003–2004, the office supported and organized more than 90 international events, meetings, seminars and conferences.

Managing Public Debt

- ◆ The Office of Public Finance issues and administers a majority of the city's public bond debt, including general obligation bonds, lease revenue bonds and certificates of participation. As of May 1, 2004, the city's bond portfolio consisted of \$1.8 billion of outstanding obligations. In 2004–2005, the city expects to issue approximately \$311 million in general obligation bonds to finance a variety of voter-approved projects, including improvements to Recreation and Park properties, Zoo Facilities, Academy of Sciences, the replacement of Laguna Honda Hospital, Seismic Safety Loan Program and Branch Libraries Facilities Bonds. It also expects to issue approximately \$10 million of lease revenue bonds to acquire equipment for city departments. In addition, the office is aggressively pursuing refinancing opportunities of existing long-term obligations to capitalize on current favorable interest rates.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Economic Development				
Create favorable climate for business retention and attraction and develop projects that expand the tax and employment base				
• Number of business and trade delegations initiated	85	90	94	95
• Number of major City projects negotiated and completed	3	3	6	8
• Number of "property views" on "sfprospector.com" (commercial property GIS tool)	n/a	65,000	75,000	100,000
• Amount of revenue realized from public private transactions, in millions	n/a	n/a	n/a	\$10
• Number of outreach efforts towards business attraction and retention initiated	n/a	n/a	n/a	100
• Number of Business Improvement Districts (BID's) initiated	n/a	n/a	n/a	2
Office Of Small Business Affairs				
Create favorable climate for small businesses				
• Number of small businesses assisted	1,000	2,500	2,000	2,500
• Number of outreach events	20	26	40	45
• Number of ordinances, resolutions, motions and policies addressed	30	50	20	30

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	20.10	12.00	15.09	3.09
Non-operating Positions (funded By Capital/other)	(2.00)	(2.00)	(2.00)	0.00
Net Operating Positions	18.10	10.00	13.09	3.09
SOURCES				
Use Of Money Or Property	439,874	0	0	0
Expenditure Recovery	471,336	198,054	795,608	597,554
Fund Balance	352,428	286,849	296,226	9,377
General Fund Support	2,714,926	1,366,336	1,358,305	(8,031)
Sources Total	3,978,564	1,851,239	2,450,139	598,900
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,590,551	884,827	1,079,885	195,058
Fringe Benefits	314,577	147,949	248,426	100,477
Professional & Contractual Services	379,393	485,428	459,798	(25,630)
Aid Assistance / Grants	1,246,842	125,000	50,000	(75,000)
Materials And Supplies	40,100	25,500	25,500	0
Services Of Other Departments	407,101	182,535	586,530	403,995
Uses-operating Expenditure Total	3,978,564	1,851,239	2,450,139	598,900
EXPENDITURE BY PROGRAM RECAP				
Economic Development	2,612,817	967,660	1,411,486	443,826
Public Finance Programs	880,874	477,365	641,834	164,469
Small Business Affairs	401,959	406,214	396,819	(9,395)
Treasure Island	82,914	0	0	0
Expenditure By Program Recap Total	3,978,564	1,851,239	2,450,139	598,900

ELECTIONS

Mission The Department of Elections effectively and efficiently governs the conduct, management and control of voter registration; placing ballot initiatives; and administrating elections and outreach programs to all eligible residents to encourage their participation in the democratic process.

Services The department registers voters and maintains accurate voter rolls, produces and distributes voter information pamphlets, administers precinct and absentee voting and responds to all questions concerning the election process.

For more information, call (415) 554-4375.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$8,610,553	\$15,658,692	\$7,606,335	(\$8,052,357)	(51.42%)
Total FTE	48.06	52.66	37.48	(15.18)	(28.83%)

Budget Issues and Details

Implementing Ranked-Choice Voting

- ◆ The Department of Elections will implement the ranked-choice system (also known as instant runoff) during the November 2004 election. In March 2002, voters approved Proposition A to establish a system of ranked-choice voting for races for all elected officials in San Francisco. In November, seven of the city’s eleven supervisorial seats will be up for election, and instant runoff will take place for the first time in city history.
- ◆ In preparation for instant runoff implementation, the Department of Elections will conduct a massive outreach campaign to educate the public about the ranked-choice voting process and how to correctly mark the ballots. The department will use a variety of mechanisms, in four different languages, to conduct outreach. Among other things, the department plans to undertake two comprehensive mailing campaigns to all registered voters in San Francisco; advertise in the newspaper, on television and the radio; set up booths at street fairs; and make presentations at neighborhood meetings and community groups. With this level of education and outreach, the department hopes to make the November election run as smoothly as possible.

Performance Measures

	2002-2003	2003-2004	2003-2004	2004-2005
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
Elections				
Encourage San Franciscans to participate in civic functions				
• Annual average number of registered voters	449,508	460,223	447,069	470,450
• Annual average number of turnout voters	225,102	221,193	190,324	238,167
• Annual average number of absentee voters	80,163	81,229	88,527	89,412
• Average percentage of turnout for elections	50.1%	48.1%	42.6%	50.6%
• Average percentage of absentee voters	35.6%	36.7%	46.5%	37.5%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	48.06	52.66	37.48	(15.18)
Net Operating Positions	48.06	52.66	37.48	(15.18)
SOURCES				
Intergovernmental Revenue - State	550,000	550,000	0	(550,000)
Charges For Services	1,309,463	1,727,658	320,000	(1,407,658)
Expenditure Recovery	2,338	36,665	82,000	45,335
General Fund Support	6,748,752	11,166,386	7,204,335	(3,962,051)
Sources Total	8,610,553	13,480,709	7,606,335	(5,874,374)
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,146,071	3,380,335	2,564,920	(815,415)
Fringe Benefits	644,728	478,117	486,696	8,579
Professional & Contractual Services	1,994,289	3,933,875	1,832,777	(2,101,098)
Materials And Supplies	1,580,000	3,324,160	2,076,620	(1,247,540)
Equipment	741,049	1,488,723	125,988	(1,362,735)
Services Of Other Departments	504,416	875,499	519,334	(356,165)
Uses-operating Expenditure Total	8,610,553	13,480,709	7,606,335	(5,874,374)
EXPENDITURE BY PROGRAM RECAP				
Elections	8,610,553	13,480,709	7,606,335	(5,874,374)
Expenditure By Program Recap Total	8,610,553	13,480,709	7,606,335	(5,874,374)

EMERGENCY COMMUNICATIONS

Mission The Emergency Communications Department (ECD) promotes excellence in public safety and linkage between the residents and visitors of San Francisco’s diverse city and its emergency medical services.

Services ECD provides 911 dispatch services throughout the City and County of San Francisco for public safety services provided by police, fire and emergency medical personnel.

For more information, call (415) 558-3800.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$36,357,114	\$35,765,255	\$42,305,388	\$6,540,133	18.29%
Total FTE	181.08	186.13	196.66	10.53	5.66%

Budget Issues and Details

Civilian Operation of All 911 Dispatch Duties

- ♦ To promote cost-savings through reduced salary costs, one of the primary goals of the department is to fully integrate civilians to handle 911 operations. Conversion to using civilian dispatchers to handle all aspects of police, fire and medical calls will enable firefighters to return to field operations. In 2003–2004, newly hired civilian dispatchers relieved 10 firefighters who were performing dispatch duties. The 2004–2005 budget earmarks funding for recruiting, hiring and training 20 new civilian public safety dispatchers. This will allow the department to release the remaining 14 firefighters, thereby successfully meeting the goal of a completely civilian dispatch workforce by June 2005, which is estimated to save the city \$2.4 million annually.

Increase Receipt of Wireless Emergency Calls

- ♦ The department currently receives 10,000 wireless 911 calls per month. Improvements in 2003–2004 allowed ECD to receive approximate coordinates of each wireless 911 call. For the 6-month actuals for 2003–2004, ECD received 94 percent of all wireless calls, just shy of the 95 percent performance goal established by the department last year. In anticipation of the increasing volume of wireless 911 calls next year, the department’s budget allocates a sufficient level of staffing to address the expected increase in volume as well to meet its performance goal.

Enhanced Training and Continued Dispatcher Education

- ◆ All public safety dispatchers are currently required to attend 48 hours of continuing dispatcher education every two years for a total of 6,800 training hours over a two-year cycle. ECD is committed to providing dispatchers with relevant training that enhances their ability to provide quality service. In 2004–2005, ECD will implement a creative staff training model that also promotes cost savings. The department will move away from the traditional 8-hour training day, which requires backfilling with overtime pay, to providing two 4-hour training modules in order for training to occur during standard workshifts.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Emergency Communications				
Effectively implement receipt of wireless emergency calls				
♦ Percentage of wireless 911 calls answered directly	93%	95%	95%	95%
Respond quickly to emergency calls				
♦ Total number of emergency calls received in the communication center	622,498	550,000	550,000	550,000
♦ Total number of non-emergency calls received in the communication center	507,100	475,000	500,000	500,000
♦ Percentage of emergency calls answered within ten seconds	69%	75%	89%	90%
Staff emergency communication center with fully-trained dispatchers				
♦ Number of new dispatchers to complete training	21	24	20	24
♦ Percentage of staff trained	100%	95%	100%	100%
Emergency Services Coordination				
Exercise emergency response capabilities				
♦ Number of functional exercises conducted	17	2	37	20
♦ Number of tabletop exercises conducted	12	11	11	12

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	181.08	186.13	204.66	18.53
Non-operating Positions (funded By Capital/other)	0.00	0.00	(8.00)	(8.00)
Net Operating Positions	181.08	186.13	196.66	10.53
SOURCES				
Use Of Money Or Property	344,017	0	0	0
Intergovernmental Revenue - Federal	0	98,181	133,287	35,106
Intergovernmental Revenue - State	0	63,000	0	(63,000)
Charges For Services	23,308,804	22,150,000	33,764,000	11,614,000
Expenditure Recovery	30,000	111,290	30,000	(81,290)
Fund Balance	0	0	1,697,500	1,697,500
General Fund Support	12,674,293	12,571,467	6,680,601	(5,890,866)
Sources Total	36,357,114	34,993,938	42,305,388	7,311,450
USES-OPERATING EXPENDITURES				
Salaries And Wages	13,360,695	13,790,520	13,929,880	139,360
Fringe Benefits	2,945,852	2,341,086	3,166,948	825,862
Professional & Contractual Services	752,727	769,275	591,963	(177,312)
Materials And Supplies	145,412	130,094	123,816	(6,278)
Equipment	9,137,469	9,335,618	0	(9,335,618)
Debt Service	0	0	7,809,649	7,809,649
Services Of Other Departments	10,014,959	8,627,345	15,758,132	7,130,787
Uses-operating Expenditure Total	36,357,114	34,993,938	41,380,388	6,386,450
USES-PROJECT EXPENDITURES				
Capital Projects	0	0	925,000	925,000
Uses-project Expenditure Total	0	0	925,000	925,000
EXPENDITURE BY PROGRAM RECAP				
911 Project	7,625,138	8,589,083	6,820,089	(1,768,994)
Citywide Radio System	3,304,610	42,000	42,000	0
Emergency Communications	25,382,532	25,318,667	34,438,629	9,119,962
Emergency Services Coordination	0	682,112	647,782	(34,330)
False Alarm Prevention	44,834	362,076	356,888	(5,188)
Expenditure By Program Recap Total	36,357,114	34,993,938	42,305,388	7,311,450

ENVIRONMENT

Mission The Department of Environment seeks to improve, enhance and preserve the environment and promote San Francisco’s long-term environmental well being.

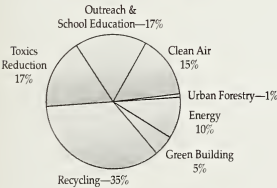
Services The department provides programs for San Francisco residents and businesses including recycling, toxics reduction, environmental justice grants and energy efficiency. The department also educates the public by providing comprehensive and easily accessible information on a wide range of sustainable practices.

For more information, call (415) 355-3700.

Budget Data Summary

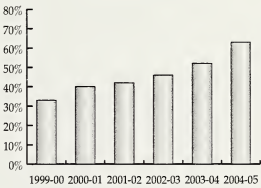
	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$16,148,436	\$9,496,760	\$10,961,615	\$1,464,855	15.42%
Total FTE	47.43	49.12	51.81	2.69	5.48%

Expenditures By Program



The chart above illustrates the Department of Environment’s expenditures by program area.

Waste Diverted



Over the past 6 years, there has been an increasing level of waste diverted from landfills by recycling, composting and other programs.

Budget Issues and Details

Self Sufficiency in Funding

- Through a combination of aggressive fundraising strategies and innovative partnerships, the Department of Environment will strengthen and expand water conservation, recycling, energy and clean air programming in 2004–2005. By seeking funds from other governmental entities, as well as from private

foundations, individuals and designated funds, the department will meet its more than \$11 million budget without General Fund support.

Expanded National Leadership Role in Waste Diversion

- ◆ San Francisco has the best urban recycling program in the nation. Recent statistics show that the city successfully diverted 63 percent of all wastestream materials away from landfills—up from 52 percent this past year. Aggressive recycling and reuse of materials at construction and demolition sites accounts for the majority of the increase, along with significant improvements in the core residential and commercial programs. Improved city practices also helped. For example, rather than disposing of sand that blew onto the Great Highway, the Department of Public Works used this sand to fill erosion hotspots on Ocean Beach. San Francisco is well on its way to making its target goal of 75 percent recycling by 2010. In August 2004, the department will host the National Recycling Congress, showcasing San Francisco's programs for recyclers from around the nation.

Advancements in Clean Air Technology

- ◆ Clean air transportation and fuel cell pilot programs will continue to be primary department activities in 2004–2005. This year, San Francisco became the only city in northern California, and one of few in the world, to add hydrogen fuel cell vehicles to its city fleet. In a lease arrangement with SF Honda, San Francisco's Environment Department received two Honda FCX hydrogen-powered fuel cell cars. Hydrogen fuel cells are the latest in clean-air vehicle technology, producing no emissions other than pure, drinkable water. In 2004–2005, the department will work in partnership with granting agencies and other city departments to develop a hydrogen fueling station at the city's Central Shop facility, which already services the city's other alternative fuel vehicles.

Further Development of Energy Efficiency Programs

- ◆ The department and PG&E formed a unique public/private partnership to increase electric reliability by reducing peak energy demand for both residential and business customers. The ultimate goal of the San Francisco Peak Energy Program is to reduce electric demand during both the peak summer air conditioning and winter heating seasons. Implementation of the \$1.6 million project will include nine energy efficient program elements aimed at reducing usage in San Francisco by 16 megawatts in 2004–2005 to assist in the closure of Hunters Point Power Plant.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Clean Air				
Encourage the use of public transportation to improve air quality				
♦ Number of City employees participating in commuter check program	2,502	2,650	2,700	2,800
Climate Change / Energy				
Encourage the use of renewable energy and energy efficiency				
♦ Number of sustainable energy trainings aimed at residents and energy professionals	n/a	10	25	15
Environment - Outreach				
Educate the public on environmental issues				
♦ Number of community events conducted to educate the public on environmental issues	39	30	45	30
♦ Number of public inquiries on environmental issues received through the visitor center, telephone and Internet	4,455	3,500	4,500	4,500
♦ Number of web site hits per month	79,313	80,000	90,000	85,000
Environmental Justice				
Improve neighborhood capacity through projects funded by Environmental Justice grants				
♦ Number of Bayview Hunters Point and Potrero Hill residents participating in job training programs	n/a	80	80	90
Recycling				
Decrease landfill waste and hazardous material use through recycling and waste diversion				
♦ Percentage of total solid waste materials diverted in a calendar year (compared to state mandate of 50%)	52%	54%	63%	58%
♦ Tons of latex paint collected through residential, business and satellite programs	239	230	230	230
♦ Tons of used oil collected	347	360	360	360

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	51.89	53.51	56.41	2.90
Non-operating Positions (funded By Capital/other)	(4.46)	(4.39)	(4.60)	(0.21)
Net Operating Positions	47.43	49.12	51.81	2.69
SOURCES				
Intergovernmental Revenue - Federal	28,000	0	315,851	315,851
Intergovernmental Revenue - State	3,239,271	2,023,045	2,429,132	406,087
Intergovernmental Revenue - Other	202,495	0	0	0
Charges For Services	8,342,500	5,919,457	6,058,087	138,630
Transfers In	0	100,000	0	(100,000)
Expenditure Recovery	1,374,234	1,360,524	1,403,997	43,473
Fund Balance	0	0	754,548	754,548
General Fund Support	2,961,936	0	0	0
Sources Total	16,148,436	9,403,026	10,961,615	1,558,589
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,289,297	3,424,884	3,496,738	71,854
Fringe Benefits	654,037	643,824	852,495	208,671
Professional & Contractual Services	8,412,377	3,221,027	3,218,444	(2,583)
Aid Assistance / Grants	2,668,809	1,060,000	1,356,692	296,692
Materials And Supplies	241,880	243,371	332,131	88,760
Equipment	5,095	0	0	0
Services Of Other Departments	820,532	809,920	1,705,115	895,195
Uses-operating Expenditure Total	16,092,027	9,403,026	10,961,615	1,558,589
USES-PROJECT EXPENDITURES				
Capital Projects	56,409	0	0	0
Uses-project Expenditure Total	56,409	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Clean Air	689,365	648,723	1,414,014	765,291
Climate Change / Energy	6,386,386	1,208,719	772,963	(435,756)
Environment	4,271,508	1,615,721	2,209,957	594,236
Environment - Outreach	1,497,239	1,546,813	1,460,396	(86,417)
Environmental Justice	16,302	9,275	2	(9,273)
Green Building	96,039	182,563	352,734	170,171
Recycling	1,033,608	2,191,535	3,212,010	1,020,475
Solid Waste Management	1,426,484	929,401	434,331	(495,070)
Toxics	686,520	975,347	1,003,004	27,657
Urban Forestry	44,985	94,929	102,204	7,275
Expenditure By Program Recap Total	16,148,436	9,403,026	10,961,615	1,558,589

ETHICS COMMISSION

Mission The Ethics Commission practices and promotes the highest standards of ethical behavior in government.

Services The commission implements and enforces campaign consultant and lobbyist registration and regulation, campaign finance disclosures and audits, conflict of interest reporting, a Whistleblower Program and the Election Campaign Fund, which provides limited public financing for candidates for the Board of Supervisors.

For more information, call (415) 581-2300.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$1,356,642	\$909,518	\$1,748,288	\$838,770	92.22%
Total FTE	12.44	10.04	10.55	0.51	5.08%

Budget Issues and Details

Implementing Public Financing of District Supervisor Elections

- ◆ Because 2004 is a supervisorial election year, implementation of Proposition O (public campaign financing to candidates running for the Board of Supervisors) will continue during 2004–2005. The department will prepare candidates for the supervisorial election in 2004 through several education and outreach efforts. The commission will conduct three workshops on the public financing program and continue to offer one-on-one advice and support for candidates and their treasurers. After the election, the commission will conduct audits of all campaigns that received Election Campaign Fund support in 2004.
- ◆ In the inaugural year of public financing, projections on the cost exceeded actual expenditures. Disbursements for all eligible candidates totaled \$315,989 during the 2002 supervisorial elections. For the 2004 election, the cost of public financing is expected to be \$670,000.

Ensuring Timely and Accurate Compliance with Campaign Finance Laws

- ◆ The Ethics Commission provides extensive technical assistance to local political candidates and campaign committees to help them understand state and local reporting and filing requirements. In addition to its open-door policy, the

commission will conduct several workshops in 2004–2005, covering such subjects as compliance with state and local disclosure and reporting laws and use of the commission's electronic filing database and online filing system.

- ◆ The commission is authorized to assess a late fine of \$10 per day for late-filed paper statements and \$25 per day for late-filed electronic statements, as well as to collect campaign contribution amounts forfeited because of failure to comply with campaign disclosure laws. Currently, more than \$113,666 in assessed late fines remains uncollected. An additional \$22,658 in forfeitures is in process. In 2004–2005, the Ethics Commission, along with the Bureau of Delinquent Revenue, will continue to pursue delinquent fines. Fines collected will reduce the department's need for General Fund support.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Election Campaign Fund				
Provide partial public financing to ensure that serious candidates are able to raise funds to communicate their views and positions adequately to the public				
♦ Number of publicly financed candidates audited	3	6	6	10
♦ Percentage of audits of publicly financed candidates completed	33%	67%	67%	35%
♦ Percentage of funds disbursed to candidates within 5 business days of receipt of request	100%	0%	0%	100%
Ethics Commission				
Ensure compliance with state and local campaign reporting and disclosure laws				
♦ Number of campaign committees audited	6	22	15	17
♦ Percentage of designated campaign committee audits completed	100%	100%	68%	100%
♦ Total number of dollars audited	\$636,451	\$3,018,027	\$2,213,490	\$1,850,000
Investigate complaints of alleged violations of state and City law relating to campaign finance, governmental ethics and conflicts of interest that are within the Commission's jurisdiction				
♦ Number of inquiries conducted	35	30	30	30
♦ Percentage of complaints resolved	30%	30%	25%	30%
Promote compliance with local and state laws regarding campaign finance disclosure and reporting				
♦ Number of campaign finance statements processed	2,063	1,900	1,900	2,000
♦ Amount of campaign finance fines collected	\$49,377	\$84,000	\$68,000	\$82,000
Promote compliance with local laws regarding campaign consultant disclosure and reporting				
♦ Percentage of identified campaign consultants who file quarterly reports on a timely basis	85%	85%	85%	85%
Promote compliance with local laws regarding lobbyist disclosure and reporting				
♦ Percentage of quarterly lobbyist reports filed on a timely basis	96%	96%	96%	96%
Provide timely information about laws related to campaign finance, conflicts of interest, lobbying, governmental ethics, open meetings and public records				
♦ Percentage of data from campaign financial statements posted on web site within 24 hours during election season	100%	100%	100%	100%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	12.44	10.04	10.55	0.51
Net Operating Positions	12.44	10.04	10.55	0.51
SOURCES				
Licenses And Fines	114,276	173,944	173,944	0
Charges For Services	2,898	3,000	3,000	0
General Fund Support	1,239,468	732,574	1,571,344	838,770
Sources Total	1,356,642	909,518	1,748,288	838,770
USES-OPERATING EXPENDITURES				
Salaries And Wages	635,532	594,065	717,731	123,666
Fringe Benefits	157,509	119,361	160,587	41,226
Professional & Contractual Services	111,391	96,165	96,165	0
Aid Assistance / Grants	313,236	0	670,000	670,000
Materials And Supplies	9,438	14,581	14,581	0
Equipment	0	0	15,000	15,000
Services Of Other Departments	129,536	85,346	74,224	(11,122)
Uses-operating Expenditure Total	1,356,642	909,518	1,748,288	838,770
EXPENDITURE BY PROGRAM RECAP				
Election Campaign Fund	625,947	159,294	961,187	801,893
Ethics	730,695	750,224	787,101	36,877
Expenditure By Program Recap Total	1,356,642	909,518	1,748,288	838,770

FINE ARTS MUSEUMS

Mission

The Fine Arts Museums of San Francisco conserves, collects and exhibits art for a diverse public, provides arts education programs and contributes to the city's culture and economy.

Services

The Fine Arts Museums of San Francisco stewards a permanent collection of 108,540 pieces of art, arts education programs, special exhibitions and conservation laboratories. The Fine Arts Museums operates two museums—the California Palace of the Legion of Honor and the M.H. de Young Memorial Museum, which will reopen to the public in fall 2005. The Legion of Honor displays European Art, Ancient Art and the Achenbach Foundation for Graphic Arts. The de Young collection is in a temporary storage facility and includes American Art, Arts of Africa, Oceania and the Americas and textiles.

For more information, call (415) 863-3330.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$6,021,624	\$5,942,500	\$6,548,932	\$606,432	10.20%
Total FTE	56.83	54.53	61.10	6.57	12.05%

Budget Issues and Details

Improving Operating Efficiencies

- ◆ With the fall 2005 opening of the new M.H. de Young Memorial Museum, the Fine Arts Museums are re-examining current operating procedures at both the Legion of Honor and the new de Young to maximize the use of existing General Fund and hotel tax funding. To make the most efficient use of staff resources, the Fine Arts Museums will institute revised staffing schedules to more closely align with the museums' hours of operation in 2004–2005. Revised scheduling will preserve the public's access to the collections, maintain the security needs of the new facility and generate more than \$300,000 in General Fund savings.

Building a New de Young in Golden Gate Park

- ◆ The new M.H. de Young Memorial Museum will open to the public in the fall of 2005. The opening of the new de Young museum represents the culmination of three years of construction and \$202 million in private fundraising efforts. The new facility is seismically safe and more than double the size of the original de Young—

offering increased gallery, conservator and educational programming space. The new de Young will also feature a 144 foot observation tower and the Main Court, an exhibition space that the public has access to without paying an admission fee. The museum's inaugural show, "Daughter of Re: Hatshepsut, King of Egypt," will display more than 100 items from Ancient Egypt, including monumental sculpture and reliefs, decorative objects and jewelry and royal possessions.

Continuing Programming at the Legion of Honor at Lincoln Park

- ◆ During the de Young Memorial Museum's closure, the Legion of Honor will continue to display exhibitions, its permanent collection and provide educational activities to attract attendance and revenue. The Legion of Honor will present three special exhibits in 2004–2005, beginning with "Courtly Art of the Ancient Maya" in September. The Maya exhibit includes more than 130 masterworks drawn from Mexico, Honduras, Guatemala, Europe, Australia and the United States with an emphasis on the visual magnificence and the complexity of life at court at Palenque, Mexico. In January, the museum will host "Bonjour Monsieur Courbet!," featuring masterworks by Courbet, Corot, Delacroix, Gericault, Millet and Rosseau. The fiscal year ends with "Art on Your Sleeve," which presents textiles and garments as wearable art, featuring many artists who live and work in the Bay Area.

Performance Measures

	2002-2003	2003-2004	2003-2004	2004-2005
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
Admissions				
Provide quality art and educational experiences to attract a large and diverse audience				
♦ Number of Legion of Honor visitors	551,689	460,000	422,000	400,000
♦ Number of de Young visitors (museum closed until Summer 2005)	0	0	0	0
♦ Number of education program participants	72,090	60,000	60,000	60,000
♦ Number of exhibitions	10	6	7	5
Oper & Maint Of Museums				
Provide for collection growth through gifts, bequests and purchases				
♦ Number of acquisitions through gifts, bequests and purchases	518	1,000	1,000	1,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	56.53	54.23	60.80	6.57
Non-operating Positions (funded By Capital/other)	0.30	0.30	0.30	0.00
Net Operating Positions	56.83	54.53	61.10	6.57
SOURCES				
Local Taxes	4,228,638	4,565,000	4,440,000	(125,000)
Charges For Services	1,638,816	1,377,500	1,160,000	(217,500)
General Fund Support	154,170	0	948,932	948,932
Sources Total	6,021,624	5,942,500	6,548,932	606,432
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,303,028	3,197,554	3,437,848	240,294
Fringe Benefits	865,206	622,834	867,859	245,025
Overhead	0	183,901	0	(183,901)
Professional & Contractual Services	1,510,525	19,919	180,524	160,605
Materials And Supplies	587	2,393	2,393	0
Services Of Other Departments	289,198	660,285	1,030,475	370,190
Budgetary Reserves	0	1,205,614	979,833	(225,781)
Uses-operating Expenditure Total	5,968,544	5,892,500	6,498,932	606,432
USES-PROJECT EXPENDITURES				
Facilities Maintenance	53,080	50,000	50,000	0
Uses-project Expenditure Total	53,080	50,000	50,000	0
EXPENDITURE BY PROGRAM RECAP				
Admissions	1,638,816	1,377,500	1,160,000	(217,500)
Oper & Maint Of Museums	4,382,808	4,565,000	5,388,932	823,932
Expenditure By Program Recap Total	6,021,624	5,942,500	6,548,932	606,432

FIRE DEPARTMENT

Mission The Fire Department protects the lives and property of San Franciscans from fires, natural disasters and hazardous materials incidents and saves lives by providing emergency medical services.

Services The Fire Department suppresses fires, provides fire prevention and education programs and commercial and residential building inspections, investigates fire and arson situations, responds to emergency medical calls and provides guide-lines for community disaster preparedness training.

For more information, call (415) 558-3411.

Budget Data Summary

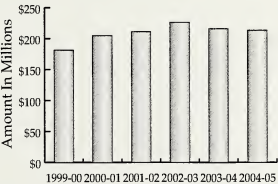
	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$226,100,833	\$216,151,316	\$213,494,284	(\$2,657,032)	(1.23%)
Total FTE	1,899.00	1,834.93	1,170.34	(94.59)	(5.15%)

Expenditure By Program



The 2004-2005 budget maintains an allocation of more than 80% of the budget to fire suppression and emergency medical services.

Fire Budget



The Fire Department's budget has remained relatively constant over the past 6 years.

Budget Issues and Details

Creative Strategies to Maintain Emergency Services

- ◆ Despite increasing budget deficits over the past two years, the City and County of San Francisco has provided full fire and emergency medical services to the citizens of San Francisco. In fiscal year 2004-2005, the Fire Department will continue to maintain emergency services without closing a fire station or initiating firefighter layoffs.

- ◆ The department's challenge is exacerbated by the escalating numbers of retirements within the department's ranks. These retirements create greater potential for the department to incur greater overtime costs unless it changes its operations.

Retirement Boom

- ◆ In the early 1970s, the Fire Department recruited a large number of new firefighters to fill vacancies created by the retirement of firefighters recruited in the post-World War II years. Thirty years later, this cycle is recurring as the recruits from the 70's have now reached retirement age. From the middle of fiscal year 2003 – 2004 to the end of 2004 – 2005, the department anticipates that more than 150 firefighters will retire. Additionally, it expects that 75-100 firefighters will retire during 2005 through 2007. The loss of these firefighters will be partially offset by the return of 14 firefighters from dispatch duties at the Emergency Communications Department (ECD) in June 2005.
- ◆ To mitigate increased overtime, the department will sponsor two classes (48 recruits per class) next year to fill these vacated spots.

Controlling Overtime Costs

- ◆ Analyzing the data collected from the Controller's Office 2004 audit of the San Francisco Fire-EMS System, as well as from data collected from the department's CAD system, the department will implement strategies that will enable it to direct its resources during times when demand is greatest. These strategies will also enable the department to effectively manage its overtime budget.
- ◆ The department will undertake a strategy called "peak staffing." For example, an analysis of the department's emergency medical service (EMS) calls shows the volume to be the greatest between the hours of 9 a.m. and 9 p.m. During these hours, ambulances will be fully staffed and operational. During 10 p.m. and 4 a.m., call volume is lessened for EMS. This allows the department to transition personnel from ambulance duty to fire engines or trucks, filling in for firefighters who are not on duty at the time. This plan will save the department in overtime costs.
- ◆ The department will schedule routine maintenance for its apparatus to make more effective use of crewmembers' time while their truck and engine vehicles are serviced. In these circumstances, crews will be deployed to back-fill positions on ambulances or ALS engines to meet EMS demands during the day. This operational change will also reduce overtime costs.
- ◆ When a firefighter is unable to report to duty due to planned vacation, sick days or disability, that position is filled by another firefighter working overtime. The department will limit the number of positions backfilled each day to contain overtime costs. The department will not staff between two and five Fire Department-commanded vehicles, depending on the number of firefighters reporting to duty. Vehicles that are de-commissioned for the day will be determined by the department's analysis of the city's emergency needs.

Surplus Property Sales

- ◆ Several pieces of surplus property will be sold to help the department meet its budget goals. For sale are surplus items available at 19th Ave., Oak Street and Pacific Avenue.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Investigation				
Determine the causes of fire in an effective and efficient manner				
♦ Number of fires investigated	501	560	560	560
♦ Total arson arrests	63	52	60	55
Prevention				
Prevent fire through inspection and permit services				
♦ Number of new fire permits issued	2,399	2,400	2,400	2,400
♦ Number of plans reviewed and approved	3,496	3,000	4,800	4,800
♦ Number of violation re-inspections made	436	416	286	300
Suppression				
Respond timely to calls for emergency assistance				
♦ Number of fire and service incidents	37,436	37,633	35,300	35,500
♦ Number of emergency medical service (EMS) incidents	71,419	71,488	71,870	71,500
♦ Number of patient transports	46,215	45,200	46,000	46,000
♦ Percentage of fire calls that have a response time of 5 minutes and under from call entry to arrival on the scene	58.2%	61.0%	55.0%	60.0%
♦ Percentage of fire calls that have a response time of 8 minutes and under from call entry to arrival on the scene	90.0%	90.0%	88.6%	90.0%
♦ Roll time, first defibrillation-capable company, to code 3 emergency medical incidents, in seconds - 90th Percentile	307	306	339	339
♦ Roll time, first ALS-capable company, to code 3 emergency medical incidents, in seconds - 90th Percentile	384	403	339	339
♦ Roll time, first transport-capable company, to code 3 emergency medical incidents, in seconds - 90th Percentile	549	549	535	535
Training Bureau				
Train fire and rescue personnel to effectively respond to emergencies				
♦ Number Battalion Based/In Service training hours	92,000	92,000	119,760	119,760
♦ Number of new recruits trained	109	0	0	96

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	1,900.10	1,837.33	1,746.74	(90.59)
Non-operating Positions (funded By Capital/other)	(1.40)	(2.40)	(6.40)	(4.00)
Net Operating Positions	1,898.70	1,834.93	1,740.34	(94.59)
SOURCES				
Use Of Money Or Property	97,513	191,323	191,323	0
Intergovernmental Revenue - Federal	436,517	0	0	0
Intergovernmental Revenue - State	32,224,488	32,660,000	31,435,000	(1,225,000)
Charges For Services	18,668,824	18,935,943	20,168,157	1,232,214
Other Revenues	0	2,900,000	3,650,000	750,000
Transfers In	0	250,000	0	(250,000)
Expenditure Recovery	5,979,362	7,640,923	9,680,370	2,039,447
Departmental Transfer Adjustment	11,887,687	12,422,769	13,680,005	1,257,236
General Fund Support	156,806,442	141,149,293	134,689,429	(6,459,864)
Sources Total	226,100,833	216,150,251	213,494,284	(2,655,967)
USES-OPERATING EXPENDITURES				
Salaries And Wages	175,698,693	170,430,074	163,870,936	(6,559,138)
Fringe Benefits	22,449,750	15,246,813	22,403,211	7,156,398
Overhead	75,154	240,503	183,126	(57,377)
Professional & Contractual Services	2,270,768	1,594,106	2,277,244	683,138
Materials And Supplies	4,286,026	3,623,880	3,952,259	328,379
Equipment	3,971,494	3,289,995	3,626,363	336,368
Services Of Other Departments	17,340,443	20,415,630	15,871,895	(4,543,735)
Transfers Out	8,505	9,250	9,250	0
Uses-operating Expenditure Total	226,100,833	214,850,251	212,194,284	(2,655,967)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	0	1,300,000	1,300,000	0
Uses-project Expenditure Total	0	1,300,000	1,300,000	0
EXPENDITURE BY PROGRAM RECAP				
Administration	13,114,700	12,748,494	13,669,932	921,438
Airport Services	10,960,549	10,729,334	11,549,467	820,133
Fireboat	1,765,268	1,693,435	2,130,538	437,103
Grant Services	488,504	0	0	0
Investigation	1,718,530	1,556,423	1,623,314	66,891
Prevention	6,034,206	5,824,867	6,215,862	390,995
Support Services	11,990,126	9,429,037	9,083,913	(345,124)
Suppression	170,079,385	162,164,489	155,526,820	(6,637,669)
Training Bureau	3,564,154	5,207,445	6,308,151	1,100,706
Work Order Services	6,385,411	6,796,727	7,386,287	589,560

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
Expenditure By Program Recap Total	226,100,833	216,150,251	213,494,284	(2,655,967)

HUMAN RESOURCES

Mission

The Department of Human Resources (DHR) administers the personnel, health and safety and employee health-service programs of the City and County of San Francisco.

Services

The department administers the civil service provisions of the Charter, provides personnel and organizational development services to departments, ensures equal employment opportunity and workforce diversity, administers employee healthcare and workers' compensation benefits and represents the city and county in collective bargaining with employee organizations.

For more information, call (415) 557-4800.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$89,512,568	\$76,768,606	\$85,094,744	\$8,326,138	10.85%
Total FTE	212.71	188.10	172.43	(15.67)	(8.33%)

Budget Issues and Details

Upgrading the City's Health Plan

- ♦ The Health Service System Division of Human Resources has selected UnitedHealthcare to provide enhanced customer service and claims administration processing for the City Health Plan. UnitedHealthcare will offer the city and Health Plan members increased discounts on healthcare services due to its expanded network of physicians and facilities. Members enrolled in the City Health Plan will now be able to contact a UnitedHealthcare customer service representative between 8 a.m.–8 p.m. in all time zones in the United States for answers to questions about available coverage, participating providers and claims status. In addition, enrollees will now have 24/7 access to information via the Internet and interactive voice response.

Consolidating Human Resources—Citywide

- ♦ As part of the city's ongoing efforts to increase efficiency and achieve cost savings, the human resources staff of selected departments will be consolidated into the Department of Human Resources. In addition to cost savings of approximately \$400,000, centralizing these functions into one department will facilitate shared expertise and resources, thereby leading to improved human resource services for affected departments.

Reorganizing Human Resource Services

- ◆ As part of the Mayor's efforts to increase efficiency and reduce administrative overhead, DHR will consolidate three core functions:
 - ❑ Retirement counseling and processing and expertise in other divisions of the department will allow DHR to restructure the Employee Relations Division (ERD). ERD's core services—compensation and labor relations—will be consolidated with the Merit Service Systems Division and the Operations Division, respectively. The department believes this reorganization will promote stronger relationships with labor groups and employees.
 - ❑ Budget and accounting functions, which are currently part of each division, will be consolidated into one unit—the Operations Division—for greater oversight of all financial activities. The change will give the department additional resources for the annual audit of the Health Service System and for implementing changes resulting from the new state law regarding workers' compensation.
 - ❑ The department will restructure its Training and Organizational Development unit to focus on efforts to promote a greater level of understanding of the city's human resources practices and policies. The training curriculum will be reorganized to emphasize understanding personnel rules and regulations, learning PeopleSoft tools and correctly processing complex human resources transactions.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Equal Employment Opportunity				
Provide City employees with a discrimination free workplace				
♦ Percentage of discrimination complaints investigated within one year of receipt	63%	70%	68%	70%
♦ Number of City employees trained on diversity issues	631	300	200	0
Merit Service Services				
Maintain the City's Classification Plan				
♦ Change in the number of position classifications in the Civil Service Plan	-1	-106	-106	-70
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment				
♦ Percentage of employees citywide that are provisional	3.24%	4.00%	4.00%	4.00%
♦ Average time between examination announcement closing and list adoption, in months	n/a	n/a	5.0	4.5
Workers Compensation				
Resolve employee Workers Compensation claims in a timely manner				
♦ Workers' Compensation claims closed as a percentage of new and reopened claims	n/a	n/a	n/a	100%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	212.71	188.10	172.43	(15.67)
Net Operating Positions	212.71	188.10	172.43	(15.67)
SOURCES				
Intergovernmental Revenue - State	25,000	0	0	0
Charges For Services	7,985,911	0	0	0
Expenditure Recovery	60,384,902	60,498,628	68,746,099	8,247,471
General Fund Support	21,116,755	16,271,379	16,348,645	77,266
Sources Total	89,512,568	76,770,007	85,094,744	8,324,737
USES-OPERATING EXPENDITURES				
Salaries And Wages	13,119,703	12,194,549	11,267,416	(927,133)
Fringe Benefits	3,052,833	2,224,239	2,724,421	500,182
Overhead	5,092	0	0	0
Professional & Contractual Services	68,872,984	59,142,678	68,144,765	9,002,087
Materials And Supplies	207,316	154,319	153,663	(656)
Services Of Other Departments	4,254,640	3,054,222	2,804,479	(249,743)
Uses-operating Expenditure Total	89,512,568	76,770,007	85,094,744	8,324,737
EXPENDITURE BY PROGRAM RECAP				
Administration	4,450,369	3,858,310	5,324,783	1,466,473
Employee Relations	4,632,112	2,331,471	2,134,552	(196,919)
Equal Employment Opportunity	674,321	629,448	663,668	34,220
Health Service System	6,972,007	6,682,255	5,359,715	(1,322,540)
Management Information System	5,270,663	3,593,213	2,390,061	(1,203,152)
Merit Service Services	2,824,487	2,700,321	2,627,069	(73,252)
Training & Organization Development	301,135	256,754	145,945	(110,809)
Workers Compensation	64,387,474	56,718,235	66,448,951	9,730,716
Expenditure By Program Recap Total	89,512,568	76,770,007	85,094,744	8,324,737

HUMAN RIGHTS COMMISSION

Mission The Human Rights Commission (HRC) provides leadership and advocacy to secure, protect and promote human rights for all San Franciscans.

Services The commission implements and enforces city ordinances that prohibit discrimination in city contracts, housing, employment and public accommodations. It addresses discrimination against all protected classes including: race, color, creed, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, domestic partner status, marital status, disability, HIV status, and height and/or weight.

For more information, call (415) 252-2500.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$4,582,772	\$4,200,963	\$4,189,146	(\$11,817)	(0.28%)
Total FTE	40.00	39.00	36.00	(3.55)	(9.07%)

Budget Issues and Details

Managing with Limited Resources

- ♦ The department will manage its workload in 2004–2005 with fewer staff and resources as a result of the city’s dire fiscal situation. The HRC has eliminated three vacant staff positions to reduce its General Fund support by more than \$300,000. HRC’s major challenge in fiscal 2004–2005 will be to identify and preserve services and activities that are the core of the HRC’s mission and to redirect remaining limited resources to those needs. In the coming fiscal year, the department will reallocate remaining staff and resources to prioritize certification and compliance tasks.

Continuing Work on Capital Projects

- ♦ In 2004–2005, the department workload will increase as a result of the Public Utilities Commission’s \$1.6 billion capital improvement program. The program, which consists of 77 projects and multiple contracts, will require extensive contract compliance and monitoring services from the Public Utilities Commission. In addition, the department will undertake additional contract compliance work for the Port of San Francisco and for the Municipal Transportation Agency.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Human Rights				
Ensure equal provision of benefits to spouses and domestic partners				
• Number of actions taken on contractor submittals	7,058	6,800	7,000	7,000
Ensure fairness in employment, housing, and public accommodations				
• Number of mediation and/or counseling services for tenant/landlord disputes	750	700	700	750
• Number of fair housing complaints investigated	720	700	700	700
• Number of public accommodation complaints investigated	249	275	280	300
• Number of employment complaints investigated	322	325	325	340
Increase participation of local, minority, and women-owned businesses in City contracts				
• Number of contract bidders reviewed to ensure opportunities for certified minority, women-owned and local firms	3,549	3,400	5,000	6,000
• Number of payments monitored to ensure actual participation of certified firms	n/a	n/a	15,000	16,000
Investigate complaints of discrimination				
• Number of actions taken to investigate and resolve sexual orientation complaints	591	600	556	600
• Number of actions taken to investigate and resolve gender identity complaints	614	650	500	500
• Number of actions taken to investigate and resolve HIV status complaints	311	275	300	300
• Number of actions taken to investigate and resolve domestic partner status complaints	33	40	35	35
Provide sensitivity trainings on various discrimination and diversity issues				
• Number of sensitivity trainings on various discrimination and diversity issues	151	150	150	160

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	43.94	43.14	39.59	(3.55)
Non-operating Positions (funded By Capital/other)	(4.00)	(4.00)	(4.00)	0.00
Net Operating Positions	39.94	39.14	35.59	(3.55)
SOURCES				
Charges For Services	759	0	0	0
Expenditure Recovery	2,855,256	2,628,781	2,935,737	306,956
General Fund Support	1,726,757	1,572,182	1,253,409	(318,773)
Sources Total	4,582,772	4,200,963	4,189,146	(11,817)
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,092,579	2,870,220	2,570,058	(300,162)
Fringe Benefits	680,543	509,154	604,298	95,144
Professional & Contractual Services	572,591	588,853	761,520	172,667
Materials And Supplies	14,831	15,850	14,535	(1,315)
Equipment	0	0	32,000	32,000
Services Of Other Departments	222,228	216,886	206,735	(10,151)
Uses-operating Expenditure Total	4,582,772	4,200,963	4,189,146	(11,817)
EXPENDITURE BY PROGRAM RECAP				
Human Rights	4,582,772	4,200,963	4,189,146	(11,817)
Expenditure By Program Recap Total	4,582,772	4,200,963	4,189,146	(11,817)

HUMAN SERVICES AGENCY

DEPARTMENT OF AGING AND ADULT SERVICES

DEPARTMENT OF HUMAN SERVICES

Mission

The Human Services Agency (the Agency) helps people who are disadvantaged or in crisis obtain the resources they need to realize their human potential within the family and the community. The Agency also assists older and functionally impaired adults to maximize self sufficiency, safety, health and independence so that they can remain a vital part of the community for as long as possible and maintain the highest quality life.

Services

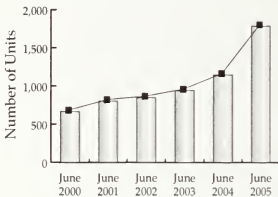
Through the Department of Human Services (DHS) and the Department of Aging and Adult Services (DAAS), the Agency provides three types of core services—safety net programs for low-income families and individuals; programs designed to protect the well being of children, families, the elderly and dependent adults; and programs that promote economic self sufficiency for the poor and financial stability for vulnerable elders and adults. Divisions include Food Stamps, Housing and Homeless, Medi-Cal, In-Home Supportive Services, Adult Protective Services, the Office on the Aging, the Public Guardian/Conservator/Administrator, Foster Care and Adoptions, Employment and Training Services, County Adult Assistance Programs and CalWORKs.

For more information about DHS, call (415) 557-5000.

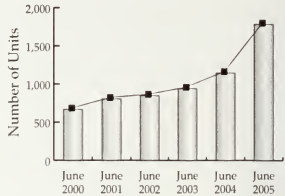
For more information about DAAS, call (415) 864-6051.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$499,903,063	\$526,498,391	\$540,814,858	\$14,316,467	2.72%
Total FTE	1,744.30	1,735.33	1,708.82	(26.51)	(1.53%)

DAAS Parking Tax Allocation

Twenty percent of the city's parking tax receipts are dedicated to DAAS to fund programs for senior citizens. The last three years have seen a decline in this revenue source, which has been backfilled each year by the city's General Fund.

DHS-Funded Single Resident Occupancy (SRO) Units

Before the passage of Care Not Cash by voters in November 2003, DHS had 847 SRO units in its master lease program. Beginning in May 2003, DHS began leasing additional units to house homeless aid recipients. By the end of 2004–2005, 1,000 new units will have become available through the CAAP Benefits Package (formerly called the Care Not Cash program).

Budget Issues and Details

Preserving Senior and Disabled Services

- ◆ Despite the enormous financial challenge facing the city this year, the Mayor's 2004–2005 budget preserves direct services through a number of proposals that reduce administrative costs, increase operating efficiencies, and consolidate similar functions across departments. In 2004–2005, the Department of Aging and Adult Services and the Department of Human Services will be merged under a single agency umbrella. No reduction in services will result from this reorganization, while some programmatic benefits are anticipated to result from improved coordination of planning, service delivery and revenue streams. The DHS-administered In-Home Supportive Services (IHSS) program will be housed alongside various DAAS programs, including Adult Protective Services, the Public Guardian/ Conservator/Administrator, the County Veterans Services Office, the Information & Referral Program and the Office on the Aging.
- ◆ By sharing administrative functions across the two departments, more than \$700,000 was redirected to keeping direct services for seniors and disabled adults fully funded. Specifically, proposed cuts to housing and naturalization services, Neighborhood Resource Centers for Seniors and Adults with Disabilities and the Senior Escort Program were avoided.
- ◆ The Mayor's Office has convened a group of stakeholders from various organizations that provide senior and disabled services to make recommendations on departmental reorganization, to facilitate the transition process and to help ensure that the hoped-for programmatic benefits of reorganization are achieved.

- ◆ In 2003–2004, DAAS was awarded a \$750,000 four-year grant from the Robert Wood Johnson Foundation to implement a community-wide strategic plan for coordinating the delivery of long-term care services. The 2004–2005 budget contains more than \$200,000 to support the first year of grant activities, which include promoting links among public and private providers of care and developing a unified strategy for marketing services to seniors and disabled adults.
- ◆ The 2004–2005 budget also provides funding that will allow DAAS to fill two critical positions that are currently vacant. The first is a revenue-generating estate investigator position within the Public Guardian division, which is currently operating at capacity and has been unable to accept new referrals from local hospitals. The second position will provide needed management and oversight capability in the Public Guardian/Public Administrator/Public Conservator divisions, thereby freeing up the time of line staff to focus on casework.

Expanding Housing and Services for the Homeless

- ◆ In 2004–2005, DHS will fully implement the voter-approved Care Not Cash initiative, now called the County Adult Assistance Program (CAAP) Benefits Package, or CBP. Through this program, DHS will redirect nearly \$11 million in cash grants to services for homeless CAAP clients. The majority—approximately \$8.7 million—will be used to increase the availability of permanent housing for the chronically homeless. Since the passage of Care Not Cash, DHS has leased nearly 300 new single room occupancy units for CBP clients, and the department will purchase or lease approximately 600 additional units in the upcoming fiscal year. The Department of Public Health will also add 90 units to its Master Lease program. In addition to housing, DHS will fund \$2 million worth of expanded services through CBP, including intensive case management, substance abuse detoxification, residential treatment, shelter improvements and methadone maintenance.
- ◆ Additionally, new homeless services rolled out in spring 2004 will be funded on an ongoing basis in 2004–2005. These include a 24-hour shelter pilot program at Multi Service Center South, which serves 380 clients at any given time, and a squad of street outreach workers who encourage homeless individuals to move off the streets and into shelters and service programs.

Maintaining Core Services for Growing Caseloads

- ◆ Due to demographic and economic trends, in 2004–2005, DHS projects increasing caseloads in a number of programs, including CalWORKs, CAAP and IHSS. The growth in entitlement programs and a mandated cost-of-living adjustment increase for some welfare payments necessitated an \$11 million increase in the department's budget for aid payments, which accounts for approximately 44 percent of DHS' spending. Enrollment in two other programs, Food Stamps and MediCal, is also growing rapidly.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Adult Services				
Assist individuals who are elderly, blind or disabled to remain safely in their own homes				
◆ Number of new cases opened as a result of hospital discharges	886	950	1,100	1,200
Increase the level of customer service satisfaction				
◆ Percentage of contractors that received a rating of "overall satisfaction" from annual survey of senior consumers	98%	98%	99%	98%
Provide effective public administrator services				
◆ Number of referrals made to the Public Administrator	440	390	350	350
◆ Number of Public Administrator cases closed	276	250	150	175
Provide effective public conservator services				
◆ Number of referrals made to the Public Conservator	595	620	786	700
◆ Number of consumers served	1,231	1,250	1,250	1,300
Provide effective public guardian services				
◆ Number of new cases opened	52	140	87	95
◆ Number of cases closed by Public Guardian	42	75	65	75
Provide effective services through the Representative Payee program				
◆ Number of active cases	1,359	1,300	1,375	1,400
Provide information and access to services for seniors				
◆ Number of requests for information provided through the ten Neighborhood Resource Centers	41,534	45,000	58,623	58,000
To effectively assist clients with suspected abuse or neglect				
◆ Number of new cases opened	2,680	2,680	2,640	2,600
◆ Number of cases closed	2,669	2,576	2,540	2,500
CalWORKs				
Promote economic self-sufficiency and personal independence of CalWORKs families.				
◆ Number of CalWORKs families who left aid due to earned income	523	550	1,300	1,300

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
County Adult Assistance Program				
Assist clients (individuals) in gaining self-sufficiency				
♦ Number of CAAP clients exiting cash aid due to receipt of SSI benefits	976	1,000	1,000	1,000
Food Stamps				
Assist low income San Franciscans to maintain food security				
♦ Number of children receiving food stamps	10,135	11,000	12,000	12,000
Housing & Homelessness				
Assist individuals and families in obtaining and maintaining housing and avoiding entry into the emergency shelter system				
♦ Percent of case managed clients in shelters that are placed in permanent or transitional housing, enter a treatment program, or reunite with family	54%	59%	59%	60%
♦ Percent of formerly homeless clients still in supportive housing or other appropriate placements after one year	93%	90%	90%	90%
Workforce Development				
Connect participants with the labor market				
♦ Job placement rate	35%	38%	40%	40%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	1,745.30	1,736.33	1,709.82	(26.51)
Non-operating Positions (funded By Capital/other)	(1.00)	(1.00)	(1.00)	0.00
Net Operating Positions	1,744.30	1,735.33	1,708.82	(26.51)
SOURCES				
Local Taxes	9,905,020	10,885,000	10,710,000	(175,000)
Use Of Money Or Property	9,792	0	0	0
Intergovernmental Revenue - Federal	155,759,942	160,615,059	182,857,703	22,242,644
Intergovernmental Revenue - State	182,430,841	182,303,418	178,570,956	(3,732,462)
Charges For Services	3,793,270	3,861,732	3,286,268	(575,464)
Other Revenues	146,428	405,872	4,239,040	3,833,168
Transfers In	0	1,200,000	10,054,263	8,854,263
Expenditure Recovery	7,965,196	14,513,705	11,639,297	(2,874,408)
Fund Balance	0	0	721,369	721,369
General Fund Support	139,892,574	152,069,594	138,735,962	(13,333,632)
Sources Total	499,903,063	525,854,380	540,814,858	14,960,478
USES-OPERATING EXPENDITURES				
Salaries And Wages	104,248,203	107,869,803	108,485,680	615,877
Fringe Benefits	28,739,873	24,306,707	31,069,169	6,762,462
Professional & Contractual Services	37,521,048	36,160,346	21,670,530	(14,489,816)
Aid Assistance / Grants	287,586,718	313,344,459	343,090,039	29,745,580
Materials And Supplies	3,243,338	2,791,428	2,641,761	(149,667)
Equipment	289,388	352,429	294,938	(57,491)
Services Of Other Departments	37,750,654	40,853,208	33,386,741	(7,466,467)
Uses-operating Expenditure Total	499,379,222	525,678,380	540,638,858	14,960,478
USES-PROJECT EXPENDITURES				
Facilities Maintenance	523,841	176,000	176,000	0
Uses-project Expenditure Total	523,841	176,000	176,000	0
EXPENDITURE BY PROGRAM RECAP				
Administration	66,944,762	64,016,257	64,861,821	845,564
Adult Services	96,752,453	109,632,479	113,754,220	4,121,741
CalWORKs	55,800,512	53,528,996	60,623,243	7,094,247
Children's Baseline	16,879,429	19,375,139	14,593,910	(4,781,229)
County Adult Assistance Program	55,713,723	60,030,611	54,420,315	(5,610,296)
Disabled Children/poor/needy Services	0	0	2,400,000	2,400,000
Family & Children Service	127,965,848	137,391,975	134,539,649	(2,852,326)
Food Stamps	11,775,189	11,077,021	10,854,751	(222,270)
Housing & Homelessness	39,118,659	39,933,552	51,298,182	11,364,630
Medi - Cal	18,480,866	19,385,471	20,383,877	998,406

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Refugee Resettlement	549,265	941,461	824,009	(117,452)
Workforce Development	9,922,357	10,541,418	12,260,881	1,719,463
Expenditure By Program Recap Total	499,903,063	525,854,380	540,814,858	14,960,478

JUVENILE PROBATION

Mission The Juvenile Probation Department strives to be an effective resource for positive change in the lives of youth and their families, to be accountable to victims and to protect the public.

Services The department provides field services to investigate and supervise delinquent youth, for short-term secure residential custody for youth awaiting court hearings and for a post-disposition residential program for delinquent male wards of the court.

For more information, call (415) 753-7800.

Budget Data Summary

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$28,488,623	\$30,108,276	\$29,963,314	(\$144,962)	(0.48%)
Total FTE	293.87	270.85	228.73	(42.12)	(15.55%)

Budget Issues and Details

Preserving Core Services

- ◆ The Juvenile Probation Department’s 2004-2005 budget reduces administrative and managerial functions while preserving core services. For example, the Mayor’s budget preserves front-line counselor and probation services, and fully funds Log Cabin Ranch, which offers educational, therapeutic and rehabilitative programs to juvenile offenders. The department will continue to explore opportunities from other funding sources to support programming at this facility.

Opening the New Juvenile Hall

- ◆ In March 2005, construction of the main facility at the new Juvenile Hall will be completed. Once residents have been relocated to the new building, the old Juvenile Hall will be demolished to allow for construction of a new recreation area. The new facility offers many improvements over the old building, including a new education center, improved visitation and waiting areas for families and a 21-room medical clinic with infirmary. The \$52 million construction of the new Juvenile Hall was made possible through a combination of federal, state and local funding.

Workers' Compensation Reforms

- ◆ In 2004–2005, the Juvenile Probation Department will institute new policies and practices to reduce workers' compensation costs. In the past two years, workers' compensation costs for the department have reached 10 percent of the department's salary budget—an unacceptably high level. Following recommendations from the Controller's Office, Juvenile Probation will implement several reforms based on best practices of other departments successful in monitoring and managing workers' compensation costs. These reforms include reorganizing the personnel unit and developing a Temporary Transition to Work program. With better policies and practices in place, Juvenile Probation expects workers' compensation costs to decrease significantly in 2004–2005.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Reduce overtime use in Juvenile Hall and Log Cabin Ranch				
♦ Number of candidates in the counselor work pool for Juvenile Hall and Log Cabin Ranch	16	15	20	15
Children's Baseline				
Enhance the level and quality of program services provided to youth and their families				
♦ Percentage of authorized community-based organization program slots utilized by eligible youth	93%	75%	68%	75%
Juvenile Hall				
Improve the relationship between staff and detainees				
♦ Number of grievances filed by youth detainees	48	48	10	30
Log Cabin Ranch				
Improve results of juvenile programs				
♦ Recidivism rate for Log Cabin Ranch graduates	20%	30%	6%	30%
Improve the quality of customer service to youth and their families				
♦ Percentage of grievances processed within three business days after grievance is filed	99%	99%	99%	99%
Probation Services				
Enhance services for girls referred to Juvenile Probation				
♦ Number of training hours each probation officer who supervises girls receives on girl-specific issues	5	0	2	2
Maintain target caseload levels assigned to each Probation Officer				
♦ Average number of wards assigned to officers	30	25	24	24

TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2002-2003 Actual</u>	<u>2003-2004 Budget</u>	<u>2004-2005 Proposed</u>	<u>Change From 2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	295.87	270.85	228.73	(42.12)
Non-operating Positions (funded By Capital/other)	(2.00)	0.00	0.00	0.00
Net Operating Positions	293.87	270.85	228.73	(42.12)
SOURCES				
Intergovernmental Revenue - Federal	7,996,750	8,134,253	7,594,253	(540,000)
Intergovernmental Revenue - State	807,737	115,000	76,880	(38,120)
Charges For Services	5,454	57,000	17,000	(40,000)
Expenditure Recovery	522,156	736,095	716,095	(20,000)
General Fund Support	19,156,526	20,540,928	21,559,086	1,018,158
Sources Total	28,488,623	29,583,276	29,963,314	380,038
USES-OPERATING EXPENDITURES				
Salaries And Wages	18,663,743	16,870,951	15,719,315	(1,151,636)
Fringe Benefits	4,102,788	3,590,008	4,611,872	1,021,864
Overhead	323,270	0	0	0
Professional & Contractual Services	2,312,966	1,785,907	1,201,286	(584,621)
Aid Assistance / Grants	48,657	4,250,698	4,355,868	105,170
Materials And Supplies	637,063	554,226	560,500	6,274
Equipment	41,086	105,435	396,291	290,856
Services Of Other Departments	2,005,305	2,096,051	2,788,182	692,131
Uses-operating Expenditure Total	28,134,878	29,253,276	29,633,314	380,038
USES-PROJECT EXPENDITURES				
Facilities Maintenance	353,745	330,000	330,000	0
Uses-project Expenditure Total	353,745	330,000	330,000	0
EXPENDITURE BY PROGRAM RECAP				
Administration	5,642,567	5,464,787	5,716,624	251,837
Children's Baseline	1,158,562	1,699,493	1,706,031	6,538
Children's Svcs - Non-Children's Fund	171,872	194,000	194,000	0
Juvenile Hall	9,614,177	8,688,824	9,767,583	1,078,759
Log Cabin Ranch	2,153,867	1,659,046	1,662,868	3,822
Probation Services	9,747,578	11,877,126	10,916,208	(960,918)
Expenditure By Program Recap Total	28,488,623	29,583,276	29,963,314	380,038

LAW LIBRARY

Mission The Law Library provides free access to legal reference materials to the public, elected officials and members of the judiciary.

Services The Law Library provides legal information and reference services concerning federal, state and local law.

For more information, call (415) 554-6821.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$494,607	\$512,962	\$520,108	\$7,146	1.39%
Total FTE	3.00	3.00	3.00	0.00	0.00%

Budget Issues and Details

Maintaining Up-to-Date Legal Resources and Reference Services

- ◆ In addition to General Fund support, the Law Library receives civil filing fee revenue, which is separately budgeted and is not reflected here. Despite a filing fee increase in 2003–2004, the department's total fee income has been declining due to a decrease in the total number of filings. In fiscal year 2004–2005, this decline in revenue will be exacerbated by increases in the cost of doing business, leaving little opportunity for service enhancements.
- ◆ The Law Library maintains an up-to-date, comprehensive legal collection with incoming materials that are processed and updated daily. In 2004–2005, the Law Library has prioritized its procedures to maintain the computerized library systems to ensure the accuracy, efficiency and access necessary for materials processing, circulation and cataloging.
- ◆ The provision of reference assistance and services to Law Library patrons is another departmental priority. Both non-attorney and attorney patrons require staff assistance to navigate the law and find the legal information and resources they need. More than half the Law Library's patrons are non-lawyers, which has been a steadily growing user base. The Law Library will continue to focus on providing its range of reference services, including instruction regarding the use of legal resources—both print and electronic—bibliographies, pathfinders and other patron service.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Law Library				
Maintain an up-to-date collection of legal materials				
◆ Number of items checked in on automated system and processed	25,084	17,000	21,800	18,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	3.00	3.00	3.00	0.00
Net Operating Positions	3.00	3.00	3.00	0.00
SOURCES				
Other Revenues	0	16,183	36,179	19,996
General Fund Support	494,607	496,779	483,929	(12,850)
Sources Total	494,607	512,962	520,108	7,146
USES-OPERATING EXPENDITURES				
Salaries And Wages	261,839	279,469	278,402	(1,067)
Fringe Benefits	61,223	42,163	57,232	15,069
Professional & Contractual Services	27,127	16,771	17,275	504
Materials And Supplies	4,452	981	981	0
Services Of Other Departments	139,966	173,578	166,218	(7,360)
Uses-operating Expenditure Total	494,607	512,962	520,108	7,146
EXPENDITURE BY PROGRAM RECAP				
Law Library	494,607	512,962	520,108	7,146
Expenditure By Program Recap Total	494,607	512,962	520,108	7,146

MAYOR

Mission The Mayor’s Office ensures that the City and County of San Francisco is a place where all residents can live, work and play in a safe, prosperous and humane environment.

Services The office provides public policy, finance, legislative, criminal justice, community relations and outreach support to the citizens of San Francisco, departments and agencies and the Mayor.

For more information, call (415) 554-7111

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$20,398,889	\$9,559,682	\$8,250,501	(\$1,309,181)	(13.69%)
Total FTE	72.07	56.35	49.63	(6.72)	(11.93%)

Budget Issues and Details

Protecting Vital Services During Challenging Times

- ◆ The City and County of San Francisco faces severe budget constraints during the coming year. Absent decisive action, the city faces a \$352 million shortfall between revenues and expenditures this year and a cumulative one billion dollar structural imbalance during the next three years.
- ◆ Despite enormous financial challenges, the Mayor’s first budget preserves, and in some cases expands funding for vital city services by carefully targeting investments in the following priority areas:
 - ❑ Prioritizes and expands homeless services, including funds for nearly 1,000 new housing units for homeless individuals; targeted implementation of 24-hour shelter services; and the creation of new street outreach teams to better connect homeless individuals to required services and housing.
 - ❑ Protects and expands services for children and youth, including expansion of the city’s successful health insurance program to youth timing out of existing programs, a \$750,000 increase in youth employment programs, and legislation to enable a local earned income tax credit for working families.
 - ❑ Preserves vital investments in programs for seniors and adults with disabilities, including the rejection of all proposed direct service reductions to naturaliza-

tion, senior resource center, and housing advocacy programs, makes a \$100,000 investment to allow the transition to a new food bank provider, and includes funds to backfill parking tax losses to citywide aging programs.

- ❑ Targets resources to ensure San Franciscans are safe and secure, including forty new civilian hires in the Police Department to return police officers to street patrol, funding to train and hire forty new police officers, increases patrols at Housing Authority sites, improve staffing in the crime lab and funding to keep all fire stations in the city open and operational.
- ❑ Maintains investments in the maintenance and cleaning of our parks and streets, including no reduction to gardening staff needed to care for city parks and no reduction in neighborhood street cleaning programs.
- ❑ Plants the seeds required for sustained economic growth, including the creation of a new Department of Economic and Workforce Development, funding to complete two long-overdue Better Neighborhoods projects and initiate one new neighborhood revitalization planning project.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Affordable Housing				
Provide affordable housing				
♦ Number of newly constructed low-moderate income rental units completed with public financial assistance	236	400	400	629
♦ Number of new low-moderate income housing units completed with public financial assistance as a percentage of housing units needed	2.36%	4.00%	4.00%	6.29%
Criminal Justice				
Fund public safety programs				
♦ Amount of state and federal grants secured, in millions	\$9.6	\$7.5	\$5.7	\$6.1
Neighborhood Services				
Respond to citizens				
♦ Number of constituent inquiries handled	n/a	n/a	12,084	13,292
♦ Number of community meetings and events attended	n/a	n/a	2,472	2,719
Public Policy & Finance				
Improve and maintain the City's bond rating				
♦ G. O. Bond rating--Moody's	Aa3	Aa3	Aa3	Aa3
♦ G. O. Bond rating--Standard and Poor's	AA	AA	AA	AA
Provide realistic budget				
♦ Number of General Fund supplemental appropriations (other than bond issues and Board-initiated supplementals)	2	3	1	2

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	146.07	130.35	123.63	(6.72)
Non-operating Positions (funded By Capital/other)	(74.00)	(74.00)	(74.00)	0.00
Net Operating Positions	72.07	56.35	49.63	(6.72)
SOURCES				
Local Taxes	1,025,259	600,000	600,000	0
Use Of Money Or Property	1,359,278	0	47,000	47,000
Intergovernmental Revenue - Federal	4,667,046	203,039	335,565	132,526
Intergovernmental Revenue - State	4,543,464	1,647,509	1,573,075	(74,434)
Intergovernmental Revenue - Other	17,749	0	0	0
Charges For Services	191,948	125,840	0	(125,840)
Other Revenues	978,889	0	0	0
Expenditure Recovery	898,671	1,115,895	1,123,844	7,949
General Fund Support	6,716,585	5,471,447	4,571,017	(900,430)
Sources Total	20,398,889	9,163,730	8,250,501	(913,229)
USES-OPERATING EXPENDITURES				
Salaries And Wages	5,654,534	4,379,525	3,402,099	(977,426)
Fringe Benefits	1,424,745	790,578	878,796	88,218
Professional & Contractual Services	3,818,363	1,412,628	1,976,155	563,527
Aid Assistance / Grants	6,836,806	2,044,949	1,480,159	(564,790)
Materials And Supplies	136,422	107,195	155,654	48,459
Services Of Other Departments	2,214,363	428,855	357,638	(71,217)
Transfers Out	286,076	0	0	0
Uses-operating Expenditure Total	20,371,309	9,163,730	8,250,501	(913,229)
USES-PROJECT EXPENDITURES				
Capital Projects	27,580	0	0	0
Uses-project Expenditure Total	27,580	0	0	0
EXPENDITURE BY PROGRAM RECAP				
City Administration	4,847,127	4,369,084	3,883,997	(485,087)
Community Development	6,135,431	0	0	0
Criminal Justice	5,180,040	2,899,050	2,764,124	(134,926)
Grants For The Arts	0	0	0	0
Neighborhood Beautification	1,296,886	0	0	0
Neighborhood Services	1,231,648	1,106,075	745,766	(360,309)
Office Of Emergency Service	848,995	0	0	0
Public Policy & Finance	858,762	789,521	856,614	67,093
Expenditure By Program Recap Total	20,398,889	9,163,730	8,250,501	(913,229)

MUNICIPAL TRANSPORTATION AGENCY— MUNICIPAL RAILWAY AND PARKING & TRAFFIC

Mission

The Municipal Transportation Agency (MTA) provides a public transportation system comparable to the best systems in the world's major cities. Municipal Railway (Muni) provides convenient, effective, safe and efficient public transportation for the City and County of San Francisco. The Parking and Traffic division of the MTA provides safe city streets for motorists, public transit vehicles, bicyclists and pedestrians by developing solutions to parking issues that affect residential and commercial neighborhoods.

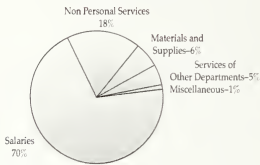
Services

Municipal Railway provides trolley bus, motor coach, light rail, cable car, historic cars and paratransit services in the city. The Parking and Traffic division enforces all local and state parking laws; issues parking permits; manages city-owned parking garages; installs and maintains traffic signals, parking meters, traffic signs, and street markings; coordinates safe traffic flow at school intersections, on high-use transit corridors and in neighborhoods and commercial districts; and processes and adjudicates all parking citation and tow appeals.

For more Municipal Railway information, call (415) 673-6864. For more information regarding Parking and Traffic, call (415) 554-9811.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$559,404,486	\$560,674,319	\$600,367,087	\$39,692,768	7.08%
Total FTE	4,573.02	4,523.60	4,402.39	(121.21)	(2.68%)

MTA Expenditures

The chart above illustrates the MTA's budget by type of expenditure.

Hours of Service

Over the past seven years, the department has increased the number of transit service hours to the public. In 2004-2005, due to decreases in passengers and revenue, the department will implement a 3% reduction across the system.

Budget Issues and Details**Merging Taxi Commission with the MTA**

- ◆ In 2004-2005, the Taxi Commission will become a division of the MTA. Tasked with regulating the city's \$150 million taxicab industry, the Taxi Commission is responsible for all administrative permitting, investigative, audit and customer service duties relating to taxicabs and other motor vehicles for hire. The Taxi Commission works with San Francisco's 7,500 taxicab drivers, 30 taxicab companies and 10 dispatch companies to better serve residents and visitors who rely on taxicabs. From agency-wide reforms to safety initiatives, the commission has made a concerted effort to improve service to the public, such as the installation of security cameras in all San Francisco taxicabs. As a result, crimes against taxicab drivers have decreased by 18 percent.

Transit First

- ◆ Despite persistent fiscal challenges, Muni has continued to dramatically improve on-time performance and increase customer satisfaction over the past four years. Muni remains dedicated to advancing these goals; however, in the face of lagging revenue growth and a 7.7 percent decrease in ridership, Muni will implement a 3 percent service reduction across the system to better match service schedules with decreased passenger demand. Although there will be some reductions on under-utilized lines, some routes will be enhanced by reallocating resources from route adjustments elsewhere.
- ◆ MTA continues to make progress in implementing key transit improvement projects. Construction continues on the touchdown ramp at Market Street and the newly configured Octavia Boulevard, with completion expected by the summer of 2005. The Third Street Light Rail expansion will increase public transit service to the Mission Bay, Dogpatch, Central Waterfront, Bayview, Hunters Point and Visitacion Valley neighborhoods.

- ◆ The Transit Preferential Streets (TPS) program will help reduce delays in service by prioritizing treatments on streets with high volume rail and bus traffic. Treatments include bus bulbs and boarding islands, signal priority systems (automatic preemption of stop lights for approaching streetcars or buses), dedicated diamond lanes and exclusive transit guideways and priority lanes. New TPS improvements on Geary Boulevard in 2004–2005 will improve bus service speed in the slowest and highly congested segment of the Geary corridor.
- ◆ *Sfgo* is a new project initiated by the division of Parking and Traffic to make city streets more effective and safe using proven technologies and strategies. Parking and Traffic will install a new fiber optic communications network and new advanced traffic signal controllers and build a Transportation Management Center (TMC). Operators at the TMC will monitor the traffic signal system and change signal timing in response to actual conditions. Riders and motorists can expect signals that respond to the actual volume of traffic on a roadway, faster response by city personnel clearing incidents, real-time information on travel conditions and improved coordination between all modes of transportation.

Focus on Safety and Security

- ◆ The safety of the public and MTA employees remains a high priority in 2004–2005. MTA employees have received mandatory security awareness training to improve employees' ability to assess public transit surroundings. Other continued efforts that aid in providing safe transit for Muni passengers include Police Department support; video surveillance on all buses; Muni Transit Assistants; and ongoing coordination with local, state and federal security and emergency response agencies.
- ◆ The Parking and Traffic's Livable Streets program addresses traffic safety concerns such as pedestrian safety, school area safety, red light photo enforcement and traffic calming. The division continues to implement improvements such as enhancing crosswalks and installing pedestrian countdown signals and traffic circles. Muni's system safety includes programs to reduce operator accidents and injuries in the workplace.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Muni Executive Office, Security, Safety				
Improve the safety of passengers, drivers, pedestrians, and others				
♦ Average rating of safety on Muni by residents of San Francisco (1=very poor, 5=very good)	3.39	3.25	3.25	3.25
♦ Number of Federal Transit Administration reportable accidents	2,966	2,818	2,818	n/a
Muni Maintenance				
Provide reliable service by maintaining no less than 98.5% vehicle availability by mode				
♦ Percentage of Motor Coaches available for service	99.6%	98.5%	99.7%	98.5%
♦ Percentage of Trolley Coaches available for service	99.8%	98.5%	99.9%	98.5%
♦ Percentage of Light Rail vehicles available	98.2%	98.5%	98.0%	98.5%
♦ Percentage of PCC Rail vehicles available	99.6%	98.5%	98.7%	98.5%
♦ Percentage of Cable Cars available for service	100.0%	98.5%	100.0%	98.5%
Muni Transportation				
Provide reliable and timely transit service				
♦ Average rating of Muni's timeliness and reliability by residents of San Francisco (1=very poor, 5=very good)	3.21	3.25	3.20	3.20
♦ Percentage of vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points	70.9%	85.0%	70.0%	n/a
Parking & Traffic Enforcement				
Respond quickly to traffic impediments				
♦ Percentage of abandoned vehicles marked for removal within two working days from time complaint received	90%	87%	90%	90%
Taxi Enforcement				
Ensure adequate taxicab service throughout the City				
♦ Total number of taxi medallions (permits) available	1,381	1,381	1,381	1,381
♦ Number of wheelchair accessible taxi medallions available	75	75	75	75

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	5,023.77	4,899.35	4,770.62	(128.73)
Non-operating Positions (funded by Capital/other)	(450.75)	(375.75)	(368.23)	7.52
Net Operating Positions	4,573.02	4,523.60	4,402.39	(121.21)

SOURCES

Local Taxes	19,810,040	21,525,000	21,420,000	(105,000)
Licenses And Fines	76,513,808	92,239,948	92,573,206	333,258
Use of Money or Property	45,800,066	53,999,187	49,527,973	(4,471,214)
Intergovernmental Revenue - Federal	18,216,819	13,581,036	19,644,078	6,063,042
Intergovernmental Revenue - State	32,856,094	32,523,668	32,019,856	(503,812)
Intergovernmental Revenue - Other	55,535,528	49,454,402	49,704,065	249,663
Charges For Services	113,735,102	143,367,438	140,909,887	(2,457,551)
Other Revenues	31,910,129	10,000	1,200	(8,800)
Transfer In	16,550,825	18,345,611	32,278,490	13,932,879
Expenditure Recovery	3,399,500	5,716,571	13,231,488	7,514,917
Fund Balance	7,925,180	736,300	15,825,844	15,089,544
General Fund Support	137,151,395	129,022,850	133,231,000	4,208,150
Sources Total	559,404,486	560,522,011	600,367,087	39,845,076

USES-OPERATING EXPENDITURES

Salaries And Wages	297,257,635	289,164,809	278,128,269	(11,036,540)
Fringe Benefits	82,874,151	76,984,724	99,765,309	22,780,585
Overhead	631,054	748,304	5,830,349	5,082,045
Professional & Contractual Services	68,424,135	92,166,601	94,982,796	2,816,195
Materials And Supplies	25,560,302	32,820,059	31,655,009	(1,165,050)
Equipment	1,025,001	1,812,644	2,216,813	404,169
Debt Service	5,651,935	8,868,338	8,451,091	(417,247)
Services of Other Departments	29,984,188	37,431,454	39,294,951	1,863,497
Transfer Out	15,270,808	18,025,728	31,891,817	13,866,089
Uses-operating Expenditure Total	526,679,209	558,022,661	592,216,404	34,193,743

USES-PROJECT EXPENDITURES

Facilities Maintenance	713,673	445,000	1,945,000	1,500,000
Capital Projects	32,011.604	2,054,350	6,205,683	4,151,333
Uses-project Expenditure Total	32,725,277	2,499,350	8,150,683	5,651,333

EXPENDITURE BY PROGRAM RECAP

Caltrain Joint Powers Board	BEX	0	0	6,337,070	6,337,070
Fast Pass on Bart	BEY	0	0	9,437,653	9,437,653
Legal	BEZ	0	0	15,898,811	15,898,811
MRD-operations Division (op)	BEA	8,836	0	0	0
Muni Capital Planning & External	BEB	7,725,499	2,382,238	1,758,088	(624,150)
Muni Construction	BEK	418,210	3,902,670	16,016,428	12,113,758

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

		2002-2003	2003-2004	2004-2005	Change From
		Actual	Budget	Proposed	2003-2004
EXPENDITURE BY PROGRAM RECAP (cont)					
Muni Executive Office, Security, Safety	BEM	16,187,316	17,487,045	17,208,224	(278,821)
Muni Finance & Administration	BEL	27,253,313	26,514,784	26,749,811	235,027
Muni Human Resources	BEE	6,061,078	6,657,452	5,837,110	(820,342)
Muni Maintenance	BEQ	115,516,733	118,852,122	121,081,305	2,229,183
Muni Service Operations & Schedules	BER	28,824,590	27,323,197	25,971,701	(1,351,496)
Muni Transportation	BEN	181,308,652	180,679,741	182,492,045	1,812,304
Muni-wide Benefits	BE	11,755,747	16,657,685	25,949,568	9,291,883
Muni-wide Services	BEG	22,184,374	32,602,716	11,807,968	(20,794,748)
Paratransit	BEV	18,581,338	20,073,976	20,073,976	0
Parking & Traffic Administration	BKF	5,149,761	4,330,079	5,377,496	1,047,417
Parking & Traffic Enforcement	BKQ	27,958,172	26,799,930	34,194,688	7,394,758
Parking Citations	BKS	11,136,740	10,828,050	11,462,452	634,402
Parking Garages, Lots & Meters	BKP	37,411,002	25,013,128	22,846,416	(2,166,712)
Residential Permit Parking	BKR	714,331	812,681	1,017,165	204,484
Taxi Enforcement	ACE	1,226,727	1,299,204	1,581,920	282,716
Traffic Engineering & Operations	BKG	18,068,461	16,558,948	13,242,192	(3,316,756)
Workers Compensation	BEU	21,913,606	21,746,365	24,025,000	2,278,635
Expenditure By Program Recap Total		559,404,486	560,522,011	600,367,087	39,845,076

POLICE

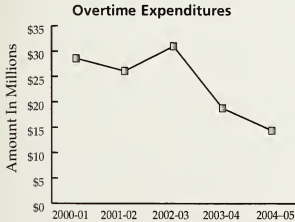
Mission The Police Department provides visitors and residents of San Francisco with a safe community by maintaining a knowledgeable, well-trained staff to prevent and investigate crime efficiently and effectively.

Services The Police Department enforces and investigates violations of national, state and local laws through proactive foot, vehicle, horse and bike patrols; provides emergency response to reported incidents; and operates 10 district stations, a crime laboratory and a training academy.

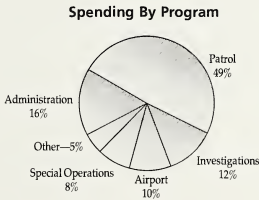
For more information, call (415) 553-1651.

Budget Data Summary

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$304,142,051	\$294,426,541	\$308,546,017	\$14,119,476	4.80%
Total FTE	2,687.76	2,669.16	2,628.86	(40.30)	(1.51%)



The Police Department's overtime spending has dropped dramatically over the past fiscal year. The department expects to further reduce overtime usage through more efficient operations in 2004-2005.



Nearly 70% of the Police Department's expenditures support direct services to the community. An additional 10% of the budget goes to providing security to San Francisco International Airport.

Budget Issues and Details

Increasing Civilian Staffing

- ◆ In March 2004, San Francisco voters passed Proposition C, a measure designed to allow the Police Department to hire more civilian employees and put police officers back on the street. As directed by Proposition C, the Controller's Office and the Police Department reviewed all administrative and clerical positions in the department currently filled by police officers. This review revealed that civilian employees could fill more than 40 positions. The Mayor's 2004–2005 budget contains funding to hire civilians in those positions and return officers to work in patrol, investigations and community policing.
- ◆ Implementation of Proposition C provides two significant benefits to the Police Department and to the city as a whole. First and foremost, the measure increases public safety by moving police officers out of desk jobs and onto the city's streets. Secondly, the measure increases efficiency within the Police Department by having trained civilians work in areas such as information technology management, budget analysis and personnel management.

Providing Safety and Service

- ◆ The Police Department strives to provide the highest degree of safety and service to San Francisco's diverse communities. The level of uniformed staff dedicated to functions such as neighborhood policing, patrol and investigation directly affects service delivery. To ensure that the department continues to serve the community effectively, the Mayor's 2004–2005 budget includes funding to hire 40 new police officers. The budget also places additional patrol officers in several of the city's public housing projects to improve community policing and help protect those areas from violent crime.

New Technology for Solving Crimes

- ◆ In 2004–2005, the department will work with a contractor to design, develop and implement a new records management system (RMS). RMS and the Sheriff's Department's Jail Management System represent the final two components of the city's JUSTIS system, which will connect all of San Francisco's criminal justice agencies. When operational, RMS will integrate a variety of Police Department data, including incident reports, accident reports, criminal histories, property inventories and crime lab databases. RMS will provide officers with access to information from multiple sources, saving time and facilitating crime investigation. Additionally, as a part of JUSTIS, RMS will enable comprehensive tracking of individuals throughout the criminal justice system.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Investigations				
Efficiently and effectively investigate crime				
♦ Percentage of UCR Part I violent crimes cleared	41%	33%	37%	41%
♦ Percentage of UCR Part I property crimes cleared	12%	13%	12%	13%
Patrol				
Arrest perpetrators of crimes				
♦ Total arrests for Part I violent crime	2,735	4,000	3,626	3,650
♦ Total arrests for Part I property crimes	2,891	5,500	5,447	5,500
Ensure the safety of citizens				
♦ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the day	80%	80%	80%	80%
♦ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the night	46%	48%	47%	47%
Reduce crime and encourage reporting				
♦ Number of UCR Part I violent crimes reported per 1,000 population	6.8	7.7	7.3	7.1
♦ Number of UCR Part I property crimes reported per 1,000 population	46.8	44.2	44.8	44.7
Respond timely to calls for emergency assistance				
♦ Number of police calls resulting in a police unit being dispatched	909,840	939,018	940,000	952,000
♦ Average time from receipt of top priority call to arrival on scene, in seconds	349	618	271	290
Special Operations				
Reduce traffic accidents and ensure pedestrian safety				
♦ Number of traffic accidents that result in injuries	3,476	3,700	3,400	3,500
♦ Percentage of San Franciscans who report feeling safe or very safe crossing the street	45%	45%	45%	45%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	2,688.76	2,670.16	2,633.86	(36.30)
Non-operating Positions (funded By Capital/other)	(1.00)	(1.00)	(5.00)	(4.00)
Net Operating Positions	2,687.76	2,669.16	2,628.86	(40.30)
SOURCES				
Licenses And Fines	2,295,204	2,246,030	2,743,980	497,950
Use Of Money Or Property	68,844	67,200	67,200	0
Intergovernmental Revenue - Federal	1,401,434	2,794,402	5,124,151	2,329,749
Intergovernmental Revenue - State	32,633,754	34,152,439	33,511,525	(640,914)
Charges For Services	1,669,752	2,513,097	3,729,300	1,216,203
Other Revenues	479,230	0	0	0
Expenditure Recovery	4,640,145	12,384,809	11,852,434	(532,375)
Fund Balance	893,141	1,866,723	540,796	(1,325,927)
Departmental Transfer Adjustment	25,995,197	27,259,133	30,645,388	3,386,255
General Fund Support	234,065,350	211,439,637	220,331,243	8,891,606
Sources Total	304,142,051	294,723,470	308,546,017	13,822,547
USES-OPERATING EXPENDITURES				
Salaries And Wages	237,308,251	229,997,679	232,696,135	2,698,456
Fringe Benefits	31,173,008	22,952,192	34,131,449	11,179,257
Overhead	0	58,624	61,614	2,990
Professional & Contractual Services	7,598,982	8,446,496	8,478,138	31,642
Materials And Supplies	4,448,423	4,550,763	4,735,966	185,203
Equipment	2,731,782	3,485,239	4,695,868	1,210,629
Services Of Other Departments	20,690,316	25,122,477	23,636,847	(1,485,630)
Uses-operating Expenditure Total	303,950,762	294,613,470	308,436,017	13,822,547
USES-PROJECT EXPENDITURES				
Facilities Maintenance	137,369	110,000	110,000	0
Capital Projects	53,920	0	0	0
Uses-project Expenditure Total	191,289	110,000	110,000	0
EXPENDITURE BY PROGRAM RECAP				
Airport Police	25,781,664	27,259,133	30,645,388	3,386,255
Fingerprint	1,085,825	2,051,901	1,775,000	(276,901)
Investigations	51,385,135	30,638,928	33,597,671	2,958,743
Narcotics Forfeiture	517,639	656,468	886,076	229,608
Office Of Citizen Complaints	2,812,698	2,896,261	2,951,116	54,855
Office Of Emergency Service	136,658	0	0	0
Operations & Administration	47,201,991	49,346,196	44,717,023	(4,629,173)
Patrol	155,827,761	142,096,582	152,746,323	10,649,741
Police Operations	74,108	100,000	647,162	547,162

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Police Services	106,712	110,000	120,000	10,000
Recruitment & Examination	1,383,969	2,156,173	1,647,494	(508,679)
Safe Contract	628,674	633,123	495,123	(138,000)
Senior Escort Service	1,172,706	0	0	0
Sfpd-crime Photo Labs-cri	154,471	0	748,738	748,738
Special Operations	9,285,481	24,225,390	26,224,386	1,998,996
Vehicle Theft Abatement	504,211	176,506	500,083	323,577
Work Order Services	6,082,348	12,376,809	10,844,434	(1,532,375)
Expenditure By Program Recap Total	304,142,051	294,723,470	308,546,017	13,822,547

PORT

Mission

The Port of San Francisco (the Port) promotes a balance of maritime, recreational, industrial, transportation, public access and commercial activities on a self-supporting basis through its waterfront management and development.

Services

The Port leases and manages commercial, industrial and maritime properties and provides the public with waterfront access and recreational activities.

For more information, call (415) 274-0400.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$58,119,932	\$58,215,056	\$55,280,190	(\$2,934,866)	(5.04%)
Total FTE	234.54	228.07	212.70	(15.37)	(6.74%)

Budget Issues and Details

Restructuring for Financial Stability

- ◆ In the weeks leading up to the release of the Mayor's budget, the Port changed its leadership team, adding both a new Executive Director and Finance Director. Shortly before the Mayor's budget was finalized, the new director and the Port Commission recommended restructuring the Port's budget to address ongoing structural deficiencies and reposition the Port toward a stronger financial footing.
- ◆ In recent years, the Port has outspent its annual earnings by a margin that has shrunk its fund balance and stretched the limits of its minimum debt-to-expenditure ratio. If this were to continue in fiscal 2004–2005 and beyond, the Port would rapidly exhaust its funding for capital projects and various unanticipated expenses (including litigated judgements) without a means to fund future dredging, maintenance or capital projects.
- ◆ The Mayor's budget for the Port in 2004–2005 reflects the new director's initial recommendations for structural change. These changes include administrative and other staff reductions totaling approximately \$1.2 million; a \$1 million reduction in the annual dredging budget to be offset with current year savings from dredging; and reductions to cell phone, automobile and other administrative costs. These changes should rebalance the department's budget and preserve \$13 million in funds allocated to the Port by the end of the fiscal year.

Stable Outlook on Revenues

- ◆ Revenue expectations at the Port remain conservatively optimistic. The 2004–2005 budget includes a five percent increase in revenues from cargo shipping operations, based on cargo facilities rent increases and a new lease for RMC beginning January 2005. Revenues from harbor services are projected to increase by \$150,000, based on projected dockage revenue and cost-of-living increases estimated at two percent for current leases. Revenues from commercial/industrial rents are projected to increase by three percent primarily due to scheduled rent increases, adjustments in the Consumer Price Index, and new and renegotiated leases. Lastly, revenues from parking are projected to increase by 12 percent due to various parking lot rent negotiations, parking meter rate increases that took place in 2003 and new meters installed along the Embarcadero.

Maintaining Port Properties

- ◆ The 2004–2005 capital budget includes \$4.4 million for projects such as completing the Embarcadero Promenade Railing project between Folsom and Harrison Streets; ADA improvements at numerous sites; and ongoing pier repair projects at piers 43, 38 and 70, Wharf J-11, and the Hyde Street fuel dock.
- ◆ The capital budget also includes \$2 million for dredging-related projects at Fisherman's Wharf and the cruise terminal at piers 35, 80 and 92. Periodic dredging is needed for the continued operations of all Port maritime facilities. Also included in the capital budget are funds required for the Port's 2004–2005 contribution to the San Francisco Bay Conservation Development Commission Special Area Plan Fund for pier removals and specific public-access improvements.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Ensure reliability of the Port's computer network				
♦ Percentage of time network is available	99.90%	99.00%	99.60%	99.00%
Maintain or improve the Port's access to the capital markets				
♦ The Port's debt service coverage ratio	1.77	2.05	1.60	1.80
Engineering & Maintenance				
Improve waste management practices				
♦ Percentage of commercial fishing tenants surveyed at Hyde Street Harbor that are able to provide appropriate responses to questions regarding waste management protocols for the harbor	n/a	n/a	n/a	50%
Initiate catch basin marking program for Port waterfront				
♦ Percentage of catch basins affixed with anti-dumping message	n/a	n/a	20%	40%
Maintain operational reliability of container cranes				
♦ Percentage of time container cranes are able to operate when needed	99.52%	99.50%	99.00%	99.50%
Maritime Operations & Marketing				
Increase the volume of cargo shipping				
♦ Total cargo tonnage	2,058,000	2,100,000	2,100,000	2,161,000
Planning & Development				
Increase and enhance the public's access to the waterfront				
♦ Total square footage of public space and open water areas on Port property	2,535,017	2,690,287	2,679,017	2,746,497
Real Estate & Asset Management				
Achieve maximum revenue from leasing activities				
♦ Amount of revenue earned from commercial/industrial rent and parking, in millions	\$38.4	\$39.3	\$40.0	\$40.3

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	234.54	228.07	212.70	(15.37)
Net Operating Positions	234.54	228.07	212.70	(15.37)
SOURCES				
Licenses And Fines	1,200,000	1,200,000	1,200,000	0
Use Of Money Or Property	42,370,507	39,303,000	40,201,000	898,000
Intergovernmental Revenue - Other	195,000	0	0	0
Charges For Services	5,126,990	9,434,000	10,020,000	586,000
Other Revenues	3,451,070	710,000	750,300	40,300
Expenditure Recovery	107,928	108,800	99,325	(9,475)
Fund Balance	7,039,196	9,812,369	5,140,103	(4,672,266)
Departmental Transfer Adjustment	(1,353,785)	(1,693,435)	(2,130,538)	(437,103)
Other Funding Sources	(16,974)	0	0	0
Sources Total	58,119,932	58,874,734	55,280,190	(3,594,544)
USES-OPERATING EXPENDITURES				
Salaries And Wages	17,054,329	18,121,496	16,914,537	(1,206,959)
Fringe Benefits	4,375,157	3,887,795	4,666,022	778,227
Overhead	758,744	423,341	(262,682)	(686,023)
Professional & Contractual Services	6,348,190	8,085,370	8,114,636	29,266
Materials And Supplies	1,175,419	1,549,578	1,607,661	58,083
Equipment	1,105,450	306,500	249,300	(57,200)
Debt Service	7,019,075	6,159,325	6,133,525	(25,800)
Services Of Other Departments	8,173,311	10,796,441	10,220,541	(575,900)
Transfers Out	313,457	319,883	386,673	66,790
Uses-operating Expenditure Total	46,323,132	49,649,729	48,030,213	(1,619,516)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	565,258	591,200	850,800	259,600
Capital Projects	11,231,542	8,633,805	6,399,177	(2,234,628)
Uses-project Expenditure Total	11,796,800	9,225,005	7,249,977	(1,975,028)
EXPENDITURE BY PROGRAM RECAP				
Administration	18,887,206	19,419,202	18,808,854	(610,348)
Engineering & Maintenance	28,224,604	25,513,221	23,904,604	(1,608,617)
Maritime Operations & Marketing	1,533,682	1,579,860	1,584,249	4,389
Planning & Development	1,722,723	1,903,990	1,933,277	29,287
Real Estate & Asset Management	7,751,717	10,458,461	9,049,206	(1,409,255)
Expenditure By Program Recap Total	58,119,932	58,874,734	55,280,190	(3,594,544)

PUBLIC DEFENDER

Mission The Public Defender’s Office delivers competent, effective and ethical legal representation to indigent persons accused of crimes and involved in conservatorship matters in San Francisco.

Services The Public Defender’s Office provides constitutionally mandated representation to more than 20,000 adult indigent clients and 1,000 juvenile clients each year. The office advises clients of their legal rights and defends those rights throughout criminal, juvenile and mental health proceedings and conservatorships. The office also provides representation in the city’s drug court, domestic violence court and mentor court. It also offers expungement services, which clear individuals’ criminal records or enables them to obtain rehabilitation certificates.

For more information, call (415) 553-1671.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$13,936,364	\$16,005,467	\$16,646,519	\$641,052	4.01%
Total FTE	112.21	126.55	129.99	3.44	2.72%

Budget Issues and Details

Maintaining Quality Representation

- ◆ In 2004–2005, the Public Defender’s Office will continue to address the challenges of its core mission. Last year, the office gained six attorneys, nine paralegals and two investigators to improve the its attorney/client ratio and the quality of representation. As a result of these actions, the city experienced significant savings in indigent defense costs that were formerly sent to outside council.
- ◆ In the coming fiscal year, the Public Defender’s Office salary budget will increase to cover the annualized cost of employees hired during 2004. Because of the fiscal situation the city faces, the office will eliminate two positions that are nonessential to managing its workload. However, because of the cost impact of annualizing last year’s new positions, salary expenses for the Public Defender’s Office will grow the equivalent of approximately three full-time employees.

New Collections for Defense Costs

- ◆ In 2004–2005, the Public Defender’s Office will implement a new method to bring revenues to the office. Working with the Courts and the Treasurer/Tax Collector, the office expects to bring in an additional \$600,000 in fees from clients who, although unable to hire a private attorney, have some means to pay for the cost of their defense. Following the completion of a case, the Courts will hold a fee hearing during which an evaluation will be made of a client’s ability to pay. If the judge determines that a defendant has some means, the court will assess a fee. Fee collection will be turned over to the Treasurer/Tax Collector, who will work with the Public Defender’s Office to assure that collections are handled efficiently and fairly. If successful, this will be the first time in San Francisco that fees will be used to reduce the General Fund costs of indigent defense.

Ongoing Investment in Case Management System

- ◆ The Mayor’s 2004–2005 budget includes funds for further investment in hardware and equipment for the Public Defender’s Office case management system. This system, which will improve representation through better technological support, will also link to the city’s JUSTIS system, which tracks individuals throughout the city’s criminal justice system.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Criminal & Special Defense				
Provide alternatives to incarceration				
♦ Number of clients participating in drug court	1,005	760	1,492	1,492
♦ Number of Drug Court participants completing treatment and obtaining dismissal of their cases	201	212	184	184
Provide expungement services				
♦ Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under "Clean Slate"	2,765	2,762	2,819	2,819
♦ Number of motions filed on behalf of the clients under "Clean Slate"	541	402	680	680
♦ Number of clients seeking "Clean Slate" expungement program consultation via "drop-in" service	939	812	1,268	1,268
Represent defendants effectively				
♦ Number of felony matters handled	6,334	7,037	6,566	6,566
♦ Number of misdemeanor matters handled	20,568	20,403	18,806	18,806
♦ Number of mental health clients represented	3,476	3,602	3,350	3,350
♦ Number of juveniles represented	3,076	3,223	3,162	3,162

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	115.21	129.09	132.06	2.97
Non-operating Positions (funded By Capital/other)	(3.00)	(2.54)	(2.07)	0.47
Net Operating Positions	112.21	126.55	129.99	3.44
SOURCES				
Intergovernmental Revenue - Federal	217,574	180,229	191,223	10,994
Intergovernmental Revenue - State	137,687	0	0	0
Charges For Services	0	0	400,000	400,000
Other Revenues	70,500	0	99,482	99,482
Expenditure Recovery	299,660	370,563	240,059	(130,504)
General Fund Support	13,210,943	15,454,675	15,715,755	261,080
Sources Total	13,936,364	16,005,467	16,646,519	641,052
USES-OPERATING EXPENDITURES				
Salaries And Wages	10,319,544	11,871,654	11,794,327	(77,327)
Fringe Benefits	2,099,204	1,759,662	2,302,387	542,725
Professional & Contractual Services	1,255,284	1,517,642	1,519,225	1,583
Materials And Supplies	45,486	139,728	53,000	(86,728)
Equipment	0	0	58,000	58,000
Services Of Other Departments	216,846	716,781	919,580	202,799
Uses-operating Expenditure Total	13,936,364	16,005,467	16,646,519	641,052
EXPENDITURE BY PROGRAM RECAP				
Criminal & Special Defense	13,335,426	15,825,238	16,355,814	530,576
Grant Services	600,938	180,229	290,705	110,476
Expenditure By Program Recap Total	13,936,364	16,005,467	16,646,519	641,052

PUBLIC HEALTH

Mission The Department of Public Health (DPH) protects and promotes the health of all San Franciscans.

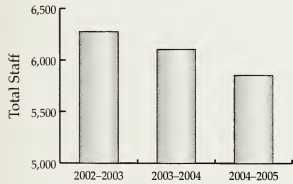
Services The Department of Public Health provides healthcare at San Francisco General Hospital (SFGH), Laguna Honda Hospital, community health centers and at the county’s jails. The department also provides services for health promotion and prevention, maternal and child healthcare, HIV/AIDS programs, infectious disease control, substance abuse treatment, mental health programs, environmental health and housing and homeless assistance.

For more information, call (415) 554-2500.

Budget Data Summary

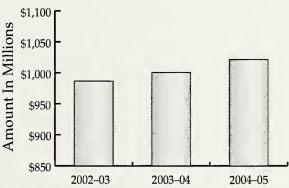
	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$986,661,596	\$986,794,754	\$1,017,545,357	\$30,750,603	3.12%
Total FTE	6,246.02	6,093.36	5,806.05	(287.31)	(4.72%)

Reductions in Staff



Cost savings at the Health Department have been achieved through reductions in administrative, management and other staff who do not provide direct services.

Total Health Spending



Although the department has reduced its General Fund support over the past three years, the budget for the department has increased due to increased revenues and grant funding.

Budget Issues and Details

Administrative Reductions to Preserve Services

- ◆ The Department of Public Health represents almost 20 percent of the city's discretionary spending. Bridging the city's deficit is impossible without some changes to its infrastructure. For the most part, the department's budget relies on reductions in administrative staff, restructured staffing models and changes in service delivery. The department has been able to avoid many of the worst cuts envisioned earlier in the budget process.
- ◆ For example, the Mayor's 2004–2005 budget maintains spending associated with residential substance abuse and mental health services. This means that not only will there be the same number of residential treatment beds, but methadone slots and outpatient appointments will increase in fiscal years 2004–2005. Likewise, the budget funds not only the current level of nursing at General Hospital but also funds the annualized cost of a higher nursing ratio required under new state law.
- ◆ In total, the department has reduced its reliance on the General Fund by \$33 million, a decrease of 13 percent. Approximately \$18 million of that amount results from increased departmental revenue. Reductions of \$11 million are attributable to administrative, middle management and "back office" reductions. Other program changes, including the elimination of non-essential services, result in nearly 280 positions being eliminated from the department. Approximately 30 percent of those eliminations are in management or other higher level positions.
- ◆ DPH's budget also assumes a \$1.76 million savings from continuing to contract Laguna Honda laundry service. Although the city has been taking steps to create a new laundry facility for Laguna Honda hospital since the demolition of the old laundry, those efforts have been delayed because of lease negotiations and planning review. During much of the fiscal year, the laundry has been contracted out to a private service provider. By continuing to contract for these services, the city can realize savings of approximately \$1.75 million in annual expenditures and another \$1.4 million in bond costs that otherwise would go to the Laguna replacement project. All 52 employees of the laundry will be retained in other jobs throughout the department. This savings has been used to preserve vital services such as substance abuse programs and mental health, which face only minor changes in the Mayor's budget.

Expanding Health Care through Savings in Current Practice

- ◆ In 2004–2005, the Sheriff's Office, which is responsible for providing health services to inmates at the county jails, will request competitive bids for providing those services. The Mayor's budget anticipates a \$4.5 million in savings from this effort.
- ◆ Nearly \$2 million of the savings expected in the budget will be used to expand the city's Healthy Kids program. The program, which currently serves 3,736 low-income children from infant to 18 years old, has been growing steadily since its implementation three years ago. In 2004–2005, the program will be offered to young adults age 19–21 who have recently "aged out" of Medi-Cal, Healthy Families or Healthy Kids.

Savings through Program Redesign or Prioritization

- ◆ DPH is currently responsible for providing health benefits to the city's In Home Supportive Services (IHSS) workers. The workers enroll in a health care plan—Healthy Workers—that is administered by the San Francisco Health Plan. By changing the premiums for this program (a change that does not affect the out-of-pocket costs for the workers), the city will be able to draw down additional federal dollars and save the city \$1.9 million. Redesigning pharmacy benefits that require Healthy Workers to use the same pharmacies that Public Health clients use, will save the city an additional \$800,000.
- ◆ In 2004–2005, staffing at the city's Primary Care clinics will be reallocated using industry standards and a "zero-based" budgeting strategy. Some clinics will receive more staff under this evaluation, while others will be required to tie staffing more closely to the number of examination rooms. Hours at selected clinics will be revised to match the new staffing. This restructuring will save the city approximately \$2.5 million in General Fund costs.
- ◆ In the face of shrinking federal dollars for HIV/AIDS, the department is focusing its efforts on preserving the most crucial services, such as medical, mental health, substance abuse, food and transportation services. To preserve these more intensive services, the department has determined it necessary to eliminate a small number of ancillary services, such as emotional support and reentry to work program. Those program reduction cuts represent less than \$1 million of the city's \$85 million HIV/AIDS expenditures, with more than \$25 million coming from the General Fund.

Savings through Contract Reform

- ◆ Heeding the Mayor's call for reform in city contracting, DPH's budget also includes \$1 million in savings related to improvements in purchasing and contract services throughout the department. DPH will work with the city's new Purchaser to put a number of bulk purchases out to competitive bid. This effort relies on two additional staff members to write and administer the request for proposals needed to realize the savings. By having better contracts in place, the department will more than recover the cost of the new employees and avoid delays in receiving needed supplies.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Environmental Health Services				
Protect and respond to the environmental health of San Franciscans				
♦ Number of complaint investigations performed by the public services program	3,450	3,500	2,000	3,500
Health Promotion & Prevention				
Improve the dental health of children in San Francisco				
♦ Number of children who receive dental screening, education, or sealant	8,374	7,636	7,700	7,805
Housing & Urban Health				
Increase placements into supportive housing programs to reduce readmissions into psychiatric acute care				
♦ Number of unduplicated clients served by housing and housing-related programs	3,416	3,500	4,300	4,300
♦ Number of bed slots in housing programs	1,513	1,513	1,745	1,845
Laguna Honda - Long Term Care				
Provide long-term care services				
♦ Number of long-term patient days at LHH	378,412	385,075	379,063	385,075
Laguna Honda Hosp - Acute Care				
Provide acute care services				
♦ Number of patient days at Laguna Honda acute care and rehabilitation facilities	1,385	2,456	1,556	2,456
Maternal & Child Health				
Increase the number of breastfed infants in the WIC Program				
♦ Percent of breastfed infants participating in the WIC Program per month	10%	11%	11%	44%
Mental Health - Children's Program				
Increase the number of high-risk children served in mental health treatment settings				
♦ San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	4,576	4,500	4,500	4,270

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Mental Health - Community Care				
Provide services to indigent and unsponsored clients				
• Number of uninsured indigent clients receiving mental health services	9,070	9,070	9,070	8,567
Primary Care - Ambu Care - Health Cntrs				
Increase the percentage of women receiving pap smear screening				
• Percentage of eligible women that receive a Pap smear screening	73.9%	74.0%	74.0%	74.0%
SFGH - Acute Care - Hospital				
Provide appropriate medical/surgical hospital care				
• Number of hospital medical/surgical inpatient days at SFGH	80,565	80,154	80,464	79,935
Reduce the need for hospital treatment of intravenous drug related infections				
• Number of emergency room visits due to intravenous drug related infections	1,939	1,900	2,200	2,150
• Number of hospital days due to intravenous drug related infections	5,156	5,000	6,080	6,000
SFGH - Acute Care - Psychiatry				
Provide appropriate psychiatric hospital care				
• Number of hospital acute psychiatric days	31,817	33,672	33,515	33,580
Substance Abuse - Community Care				
Ensure a high level of customer satisfaction				
• Percentage of clients responding to surveys that report satisfaction with quality of services	85%	80%	86%	85%
Provide substance abuse treatment in accordance with Proposition 36				
• Percent of Proposition 36 clients engaged in treatment	68%	70%	65%	65%
• Percentage of Proposition 36 clients completing treatment	14%	28%	14%	14%
Provide substance abuse treatment services				
• Number of San Francisco residents receiving substance abuse services	13,436	13,450	13,000	10,076

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	6,274.55	6,104.01	5,825.70	(278.31)
Non-operating Positions (funded By Capital/other)	(28.53)	(10.65)	(19.65)	(9.00)
Net Operating Positions	6,246.02	6,093.36	5,806.05	(287.31)
SOURCES				
Licenses And Fines	5,677,747	6,036,195	5,909,473	(126,722)
Use Of Money Or Property	285,757	88,853	88,853	0
Intergovernmental Revenue - Federal	82,122,418	78,653,253	85,434,393	6,781,140
Intergovernmental Revenue - State	240,953,083	250,434,044	254,272,639	3,838,595
Charges For Services	443,794,819	466,983,087	491,451,076	24,467,989
Other Revenues	21,663,755	14,308,633	18,770,928	4,462,295
Transfers In	1,645,838	1,001,000	0	(1,001,000)
Expenditure Recovery	22,455,991	26,135,630	38,307,836	12,172,206
Fund Balance	17,404,596	1,500,000	1,500,000	0
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
General Fund Support	248,882,250	253,696,047	220,034,817	(33,661,230)
Sources Total	986,661,596	1,000,612,084	1,017,545,357	16,933,273
USES-OPERATING EXPENDITURES				
Salaries And Wages	428,150,399	419,980,086	412,064,159	(7,915,927)
Fringe Benefits	103,204,597	92,236,085	110,367,618	18,131,533
Overhead	2,273,111	2,615,025	2,893,440	278,415
Professional & Contractual Services	447,984,255	469,404,754	469,562,357	157,603
Materials And Supplies	61,709,678	67,150,542	67,158,133	7,611
Equipment	2,376,573	2,523,270	2,547,476	24,206
Services Of Other Departments	34,693,716	42,376,980	49,161,812	6,784,832
Transfers Out	587,034	0	0	0
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Uses-operating Expenditure Total	982,754,705	998,062,084	1,015,530,357	17,468,273
USES-PROJECT EXPENDITURES				
Facilities Maintenance	1,867,898	2,527,000	1,615,000	(912,000)
Capital Projects	2,038,993	23,000	400,000	377,000
Uses-project Expenditure Total	3,906,891	2,550,000	2,015,000	(535,000)
EXPENDITURE BY PROGRAM RECAP				
Administration	100,543,589	126,701,190	125,862,430	(838,760)
Children's Baseline	37,065,329	33,705,989	37,262,516	3,556,527
Disease Control	18,728,743	19,939,966	19,404,013	(535,953)
Emergency Medical Services Agency	2,604,943	1,682,904	1,818,621	135,717
Environmental Health Services	14,110,636	12,716,772	13,238,282	521,510
Health At Home	4,706,993	4,109,138	7,229,752	3,120,614

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Health Promotion & Prevention	7,681,978	6,111,905	5,998,973	(112,932)
HIV/ AIDS	68,600,359	67,195,039	68,640,857	1,445,818
Housing & Urban Health	10,118,396	12,515,182	13,810,833	1,295,651
Jail Health Services	27,000,323	21,730,183	12,282,853	(9,447,330)
Laguna Honda - Long Term Care	146,238,450	143,683,465	147,924,453	4,240,988
Laguna Honda Hosp - Acute Care	1,560,761	1,880,203	1,814,043	(66,160)
Laguna Honda Hosp - Comm Support Care	1,106,928	1,119,512	1,129,850	10,338
Maternal & Child Health	12,731,277	17,477,109	20,234,330	2,757,221
Mental Health - Acute Care	2,253,626	4,527,077	4,527,077	0
Mental Health - Children's Program	10,319,610	22,108,014	26,985,747	4,877,733
Mental Health - Community Care	114,191,796	107,869,725	101,842,164	(6,027,561)
Mental Health - Long Term Care	15,928,364	14,968,978	15,165,824	196,846
Occupational Safety & Health	1,262,752	1,381,149	1,434,150	53,001
Primary Care - Ambu Care - Health Cntrs	42,028,485	38,932,659	32,674,804	(6,257,855)
SFGH - Acute Care - Hospital	296,290,909	304,086,569	322,541,855	18,455,286
SFGH - Acute Care - Jails	2,173,601	2,214,037	2,500,000	285,963
SFGH - Acute Care - Psychiatry	30,286,136	24,049,009	25,187,489	1,138,480
SFGH - Ambu Care - Hospital Clinics	13,513,886	8,158,187	8,866,671	708,484
SFGH - Ambu Care - Methadone Clinic	1,149,693	1,723,671	1,760,756	37,085
SFGH - Ambu Care - Occupational Health	2,826,738	2,864,690	3,071,813	207,123
SFGH - Emergency - Psychiatric Services	5,419,096	4,553,144	4,774,107	220,963
SFGH - Emergency - Trauma	17,174,290	14,431,686	15,815,060	1,383,374
SFGH - Long Term Care - Mental Health Rehab	13,887,698	14,491,789	13,300,940	(1,190,849)
Substance Abuse - Community Care	63,380,869	61,907,801	58,669,752	(3,238,049)
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Expenditures By Program Recap Total	986,661,596	1,000,612,084	1,017,545,357	16,933,273

PUBLIC LIBRARY

Mission

The San Francisco Public Library (the Library) provides free and equal access to information, independent learning services and to the city’s extensive collection of books and materials.

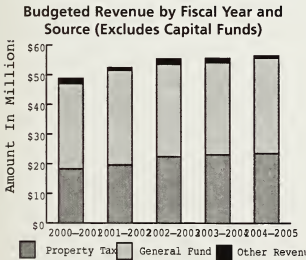
Services

The Library operates the main library and 26 branch libraries and provides children’s reading programs, the bookmobile program, Project Read, Library on Wheels and the Youth Guidance Center Collaborative.

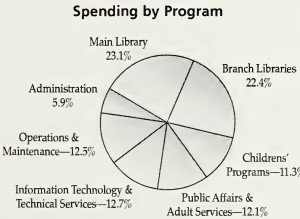
For more information, call (415) 557-4400.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$56,733,445	\$56,996,639	\$58,972,453	\$1,975,814	3.47%
Total FTE	612.86	617.16	615.70	(1.46)	(0.24%)



Despite the downturn in the economy, the Public Library’s budget has been relatively steady with a slight increase of 1.5% projected for 2004–2005. Declines in other revenues have been offset by slight increases in General Fund and property tax revenues.



56.8% of the operating budget is dedicated to direct public service. Of the remaining 43.2%, 37.3% is for public service support and 5.9% for administrative costs.

Budget Issues and Details

Maintaining Mission-Critical Library Facilities

- ◆ To offset rising costs resulting from increases in retirement, health benefits, workers' compensation and services provided to the Library by other city departments, the Library has deferred several new funding initiatives and reduced costs in administrative areas such as technological upgrades to preserve mission-critical library activities and current staffing levels. The Library will use a portion of its baseline allocation to provide a \$286,000 increase to the book budget. These additional funds are earmarked to increase the budget for the permanent collection and to buy books for the Branch Library Improvement Project and bookmobiles.

Improving Main Library and Branch Library Facilities

- ◆ Funded by \$1.5 million in appropriations from the Library Preservation Fund and the Library Improvement Fund, Phase I of the renovations to address the deficiencies identified in the Post Occupancy Evaluation of the Main Library have been completed. In 2004–2005, Phase II projects include new signage and redesign and renovation of the existing first floor public service areas (Borrower Services First Stop Collection area and public restrooms) and converting back office space currently occupied by Technical Services Program for public use.
- ◆ In November 2000, voters approved the Branch Library Improvement Program (BLIP), which will increase public safety through seismic strengthening and hazardous materials abatement along with modernization and code compliance upgrades. Over a 10-year period, BLIP will renovate 19 libraries and construct five new libraries. Four of the five new libraries will replace existing branches that operate in leased space. The fifth, at Mission Bay, will be a new branch in a new neighborhood. Phases I and II projects will continue in 2004–2005, which include construction work at several branch libraries in the Excelsior, Noe Valley, West Portal, Sunset, Western Addition and Glen Park neighborhoods.

Technology Upgrades to Improve Services

- ◆ In 2004, the Library will continue to study Radio Frequency Identification (RFID) to manage its collections. RFID would replace magnetic strips and barcodes currently used to track and monitor items in the collection. The Library believes that RFID will significantly improve its management of the collection, reduce repetitive stress injuries and improve public service. Staff can use RFID to identify misshelved books, and patrons will be able to self-check multiple items simultaneously, which is projected to reduce the time to check-in and check-out books by as much as 50 percent. If approved by the Library Commission, RFID implementation would take place over a six-year period beginning with media items in the Main Library's Audio-Visual Center, all new items systemwide and the collection at the Excelsior Branch Library.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Branch Libraries				
Ensure customer satisfaction with services and programs of the branch libraries				
♦ Number of questions answered annually	1,620,984	1,600,000	1,450,000	1,450,000
♦ Percentage of library users who rate their satisfaction with library assistance and services as good or very good	84%	85%	88%	88%
Meet citizens' needs in quantity, quality and availability of library collections				
♦ Circulation of materials at branch libraries	4,395,356	4,400,000	4,400,000	4,000,000
Provide convenient hours of operation at the branch libraries				
♦ Average weekly hours of operation	1,112	1,112	1,099	1,100
♦ Number of persons entering branch facilities	4,611,377	4,300,000	4,200,000	4,200,000
Children's Baseline				
Provide high quality programs for children and youth				
♦ Number of programs provided	2,690	2,600	2,600	2,200
♦ Number of children and youth attending programs	94,810	94,000	100,000	85,000
Information & Resource Management				
Provide high quality collections and resources				
♦ Percentage of library users who rate their satisfaction with the availability of library materials as good or very good	72%	75%	76%	78%
Main Library				
Ensure customer satisfaction with services and programs of the main library				
♦ Number of questions answered annually	1,156,396	1,100,000	1,187,290	1,100,000
♦ Percentage of library users who rate their satisfaction with library assistance and services as good or very good	84%	85%	86%	88%
Meet citizens' needs in quantity, quality and availability of library collections				
♦ Circulation of materials at main library	2,397,979	2,400,000	1,848,786	2,000,000
Provide convenient hours of operation at the main library				
♦ Average weekly hours of operation	60	60	60	60
♦ Number of persons entering main library	2,153,712	2,150,000	2,116,400	2,150,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	612.86	617.16	615.70	(1.46)
Net Operating Positions	612.86	617.16	615.70	(1.46)
SOURCES				
Local Taxes	21,767,362	23,141,000	23,481,000	340,000
Use Of Money Or Property	357,508	466,243	1,858,898	1,392,655
Intergovernmental Revenue - State	1,084,013	1,011,044	650,221	(360,823)
Charges For Services	656,838	763,100	763,100	0
Other Revenues	14,473	1,364,479	40,837	(1,323,642)
Transfers In	28,764,056	29,481,203	31,807,000	2,325,797
Expenditure Recovery	2,441	0	0	0
Fund Balance	4,086,754	654,771	371,397	(283,374)
Sources Total	56,733,445	56,881,840	58,972,453	2,090,613
USES-OPERATING EXPENDITURES				
Salaries And Wages	33,592,306	34,332,728	34,272,332	(60,396)
Fringe Benefits	8,542,356	6,655,575	8,657,836	2,002,261
Overhead	19,026	0	4,864	4,864
Professional & Contractual Services	2,148,370	2,340,688	2,177,132	(163,556)
Aid Assistance / Grants	175,000	1,462,000	70,000	(1,392,000)
Materials And Supplies	6,405,952	7,178,342	7,023,249	(155,093)
Equipment	1,244,732	940,235	1,144,577	204,342
Services Of Other Departments	2,631,766	2,853,620	2,960,382	106,762
Uses-operating Expenditure Total	54,759,508	55,763,188	56,310,372	547,184
USES-PROJECT EXPENDITURES				
Facilities Maintenance	293,960	348,652	310,000	(38,652)
Capital Projects	1,679,977	770,000	2,352,081	1,582,081
Uses-project Expenditure Total	1,973,937	1,118,652	2,662,081	1,543,429
EXPENDITURE BY PROGRAM RECAP				
Administration	2,398,167	2,933,834	3,331,242	397,408
Branch Libraries	12,987,429	14,279,780	12,637,546	(1,642,234)
Children's Baseline	5,590,845	5,775,031	5,976,881	201,850
Children's Svcs - Children's Fund	345,044	910,351	420,750	(489,601)
Community Arts & Education	1,027	0	0	0
Information & Resource Management	5,184,751	5,405,491	5,658,280	252,789
Information Technology	3,323,455	3,094,761	3,565,796	471,035
Main Library	13,214,641	12,465,934	15,162,714	2,696,780
Operations & Maintenance	8,966,271	7,137,498	7,307,777	170,279
Public Affairs	1,019,045	1,039,007	1,118,291	79,284
Technical Services	3,702,770	3,840,153	3,793,176	(46,977)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Health Promotion & Prevention	7,681,978	6,111,905	5,998,973	(112,932)
HIV/ AIDS	68,600,359	67,195,039	68,640,857	1,445,818
Housing & Urban Health	10,118,396	12,515,182	13,810,833	1,295,651
Jail Health Services	27,000,323	21,730,183	12,282,853	(9,447,330)
Laguna Honda - Long Term Care	146,238,450	143,683,465	147,924,433	4,240,988
Laguna Honda Hosp - Acute Care	1,560,761	1,880,203	1,814,043	(66,160)
Laguna Honda Hosp - Comm Support Care	1,106,928	1,119,512	1,129,850	10,338
Maternal & Child Health	12,731,277	17,477,109	20,234,330	2,757,221
Mental Health - Acute Care	2,253,626	4,527,077	4,527,077	0
Mental Health - Children's Program	10,319,610	22,108,014	26,985,747	4,877,733
Mental Health - Community Care	114,191,796	107,869,725	101,842,164	(6,027,561)
Mental Health - Long Term Care	15,928,364	14,968,978	15,165,824	196,846
Occupational Safety & Health	1,262,752	1,381,149	1,434,150	53,001
Primary Care - Ambu Care - Health Cntrs	42,028,485	38,932,659	32,674,804	(6,257,855)
SFGH - Acute Care - Hospital	296,290,909	304,086,569	322,541,855	18,455,286
SFGH - Acute Care - Jails	2,173,601	2,214,037	2,500,000	285,963
SFGH - Acute Care - Psychiatry	30,286,136	24,049,009	25,187,489	1,138,480
SFGH - Ambu Care - Hospital Clinics	13,513,886	8,158,187	8,866,671	708,484
SFGH - Ambu Care - Methadone Clinic	1,149,693	1,723,671	1,760,756	37,085
SFGH - Ambu Care - Occupational Health	2,826,738	2,864,690	3,071,813	207,123
SFGH - Emergency - Psychiatric Services	5,419,096	4,553,144	4,774,107	220,963
SFGH - Emergency - Trauma	17,174,290	14,431,686	15,815,060	1,383,374
SFGH - Long Term Care - Mental Health Rehab	13,887,698	14,491,789	13,300,940	(1,190,849)
Substance Abuse - Community Care	63,380,869	61,907,801	58,669,752	(3,238,049)
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Expenditures By Program Recap Total	986,661,596	1,000,612,084	1,017,545,357	16,933,273

PUBLIC UTILITIES COMMISSION

Mission

The Public Utilities Commission (PUC) serves San Francisco and its Bay Area customers with reliable, high-quality and affordable water while maximizing benefits from power operations. The commission also protects public health and the aquatic environment by safely, reliably and efficiently collecting treating and disposing of San Francisco’s wastewater while minimizing waste and enhancing customer satisfaction.

Services

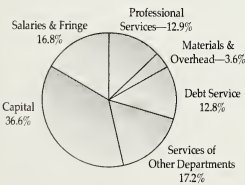
The San Francisco Public Utilities Commission consists of the Water Enterprise, Clean Water Enterprise, Hetch Hetchy and the PUC Bureaus, which provide managerial, planning and administrative support. The Water Enterprise delivers 250 million gallons of water per day to 2.3 million customers in the Bay Area. The Clean Water Enterprise operates, cleans and maintains 900 miles of city sewers, 17 pump stations, three wastewater-treatment plants and responds to sewer-related service calls. Hetch Hetchy operates and maintains power transmission and generation facilities, buys and sells electric power, provides energy conservation and renewable resource solutions to city departments and maintains 20,000 city streetlights.

For more information, call (415) 554-3160.

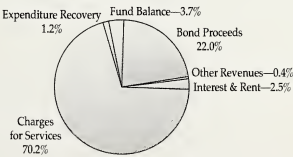
Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$653,766,999	\$648,507,316	\$713,469,981	\$64,962,665	10.02%
Total FTE	1,512.99	1,588.95	1,575.33	(13.62)	(0.86%)

Proposed Expenditures



Revenue Sources



In 2004–2005, the PUC will spend more than one-third of its budget on capital projects. The department intends to issue \$130 million in bonds to help finance these projects.

The PUC funds over 70% of its \$590 million budget through charges for services, such as providing water.

Budget Issues and Details

Capital Improvement Program

- ◆ In November 2002, San Francisco voters approved Proposition A, a \$1.6 billion bond measure to finance major repairs to the Hetch Hetchy water system. Prior to passage of the bond measure, the PUC developed a Capital Improvement Program to guide system improvements. The program consists of 77 projects including improving water quality and system capacity, upgrades to the facilities used for transporting water from the Sierra Nevada to the Bay Area and upgrades to the water system in San Francisco. In 2004–2005, the PUC plans to continue work on the 46 projects currently underway, including design work to rehabilitate the Potrero Heights Reservoir and planning and environmental work on seismic upgrades to pipelines crossing the Hayward Fault.

Developing a Clean Water Master Plan

- ◆ Voters approved Proposition E in 2002, repealing a 10-year freeze on sewer-service rate increases. The 2004–2005 budget includes revenue from a moderate sewer rate increase, giving the PUC much-needed funding for capital projects and increased levels of service. The PUC has begun a three-year effort to create a comprehensive Clean Water Master Plan. This plan will incorporate a long-term vision and strategy for managing San Francisco's wastewater and storm water system. It will also develop a capital improvement program for the wastewater system that addresses specific system deficiencies and meets a variety of goals, including environmental justice concerns, protecting natural resources, enhancing environmental sustainability, integrating community interests and maximizing system reliability and flexibility.

Addressing Critical Needs in the City's Sewer System

- ◆ In spring 2004, the city experienced extremely heavy rainfall and severe flooding from storm runoff. This revealed weaknesses in the city's sewer system and overall response to flooding. To address these problems, the Mayor, in cooperation with the PUC, has created a flooding emergency task force. The task force includes a variety of city departments including the PUC, the Department of Public Works, the Office of Emergency Services, the Fire and Police Departments, as well as the Red Cross. The task force will develop and implement a plan to both prevent and respond to flooding in San Francisco.
- ◆ The PUC has identified 12 sewer lines throughout the city that require upgrading to prevent a repeat of the flooding that took place this past spring. The Mayor's 2004–2005 budget appropriates funding to begin repair of these structurally inadequate sewers.

Focusing on Renewable Energy

- ◆ During 2004–2005, the PUC will continue to develop renewable sources of energy and promote energy efficiency. In spring 2004, the department intends to issue a request for proposals for design, construction, installation and connection of 10

small solar power systems. These systems will generate between two and three kilowatts of power and will sit on the roofs of schools, libraries and health facilities. The PUC hopes that these small systems generate public interest in solar power on a residential scale.

- ◆ In addition to the 10 small sites, in 2004–2005, the PUC will install the city’s second large solar array. The array will use high efficiency photovoltaic modules, placed on the roof of the city’s Southeast Water Treatment Plant, to generate approximately 350,000-kilowatt hours of electricity annually. The power generated will help meet the treatment plant’s electricity needs.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Customer Services				
Improve customer service levels				
• Percentage of calls answered within 30 seconds	49.5%	90.0%	90.0%	90.0%
Light, Heat & Power				
Respond to requests for repair or replacement in a timely manner				
• Percentage of response for repair and replacement of utility poles completed within 72 hours	95%	77%	95%	95%
Power & Water Supply Operations				
Accurately project City departments' utility costs				
• Maximum percentage difference between cost projections and actual usage	0.2%	10.0%	0.7%	10.0%
Develop forms of renewable energy				
• Number of renewable megawatt hours produced as a percent of total generation	0.05%	0.70%	0.38%	0.58%
Protect water quality				
• Number of hours deliveries suspended due to non-compliance with drinking water standards	0	0	0	0
Water (in-city) Distribution				
Maintain water service without interruption				
• Number of service interruptions to all or part of the system and customers	2,275	1,500	4,840	4,840
Water Pollution Control				
Respond to customer calls regarding sewers in a timely manner				
• Percentage of complaints receiving a visit by a sewer operations worker within eight hours of receipt	98.8%	95.0%	98.0%	95.0%
Water Supply & Treatment				
Provide consistently safe, high-quality water				
• Number of California Department of Health and Safety violations of drinking water standards in water delivered to City and suburban customers	0	0	0	0

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	1,882.22	2,039.68	2,049.31	9.63
Non-operating Positions (funded By Capital/other)	(369.23)	(450.73)	(473.98)	(23.25)
Net Operating Positions	1,512.99	1,588.95	1,575.33	(13.62)
SOURCES				
Use Of Money Or Property	18,323,971	19,334,705	15,875,179	(3,459,526)
Intergovernmental Revenue - Federal	533,726	0	0	0
Intergovernmental Revenue - State	632,009	0	0	0
Charges For Services	386,801,094	409,562,090	415,821,510	6,259,420
Other Revenues	11,940,922	4,685,000	83,134,250	78,449,250
Transfers In	168,903,897	98,016,032	96,605,300	(1,410,732)
Expenditure Recovery	134,858,859	174,188,834	173,079,624	(1,109,210)
Fund Balance	35,000,000	54,267,552	52,054,225	(2,213,327)
Departmental Transfer Adjustment	(104,407,979)	(151,902,724)	(123,296,389)	28,606,335
Other Funding Sources	974,371	0	0	0
General Fund Support	206,129	196,239	196,282	43
Sources Total	653,766,999	608,347,728	713,469,981	105,122,253
USES-OPERATING EXPENDITURES				
Salaries And Wages	108,986,975	142,116,738	142,991,216	874,478
Fringe Benefits	27,562,983	26,415,993	34,778,659	8,362,666
Overhead	4,360,859	3,414,148	5,361,970	1,947,822
Professional & Contractual Services	150,841,390	184,321,949	176,362,496	(7,959,453)
Materials And Supplies	18,208,592	22,214,702	22,585,379	370,677
Equipment	5,042,974	7,230,329	8,106,076	875,747
Debt Service	80,519,583	78,628,797	75,727,168	(2,901,629)
Services Of Other Departments	94,421,283	107,012,732	115,695,556	8,682,824
Transfers Out	168,903,897	98,016,032	96,605,300	(1,410,732)
Departmental Transfer Adjustment	(101,586,138)	(151,902,724)	(123,296,389)	28,606,335
Uses-operating Expenditure Total	557,262,398	517,468,696	554,917,431	37,448,735
USES-PROJECT EXPENDITURES				
Capital Projects	96,504,601	90,879,032	158,552,550	67,673,518
Uses-project Expenditure Total	96,504,601	90,879,032	158,552,550	67,673,518
EXPENDITURE BY PROGRAM RECAP				
Customer Services	9,198,539	9,928,314	10,004,057	75,743
Engineering & Construction	12,222,877	34,874,510	39,515,943	4,641,433
Environmental Regulation & Management	5,713,583	6,610,598	6,942,489	331,891
Finance	5,081,732	6,566,421	6,185,064	(381,357)
Hetch Hetchy Capital Projects	26,473,912	37,623,667	33,005,000	(4,618,667)
Hetch Hetchy Project Operations	208,805	0	0	0

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	<u>2002-2003</u> <u>Actual</u>	<u>2003-2004</u> <u>Budget</u>	<u>2004-2005</u> <u>Proposed</u>	<u>Change From</u> <u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Human Resources	3,888,813	4,448,978	4,338,592	(110,386)
Information Technology	10,405,619	13,741,091	13,343,279	(397,812)
LHP Admin & Streetlight Maintenance	245,534	2,257,421	2,180,268	(77,153)
Light, Heat & Power	73,952,151	75,079,031	69,097,291	(5,981,740)
Operations Administration	0	1,755,818	1,821,501	65,683
Power & Water Supply Operations	109,800,618	143,595,089	139,906,888	(3,688,201)
PUC General Management	11,373,796	13,376,056	15,273,581	1,897,525
Real Estate	1,073,803	1,248,170	1,372,998	124,828
Solar Power Program	0	1,280,765	3,545,000	2,264,235
Streetlight Maintenance	1,599,860	0	0	0
System Planning / Regulatory Control	2,248,315	2,876,029	2,920,744	44,715
Water (in-city) Distribution	128,049,827	133,342,056	139,624,616	6,282,560
Water Capital Projects	57,475,836	39,481,000	73,914,000	34,433,000
Water General	36,483,351	0	0	0
Water Pollution Control	198,764,800	161,936,565	198,589,924	36,653,359
Water Quality	13,380,645	17,036,345	17,155,501	119,156
Water Supply & Treatment	47,710,721	53,192,528	58,029,634	4,837,106
Departmental Transfer Adjustment	(101,586,138)	(151,902,724)	(123,296,389)	28,606,335
Expenditures By Program Recap Total	653,766,999	608,347,728	713,469,981	105,122,253

PUBLIC WORKS

Mission The Department of Public Works (DPW) provides for the safe operation and maintenance of the city's infrastructure, including streets and city-owned facilities.

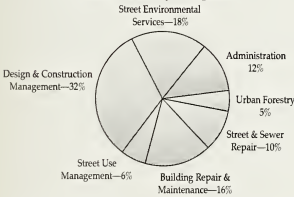
Services The department cleans and repairs streets and sidewalks, provides design and construction services for capital projects, operates and maintains public buildings, and issues permits for private uses of roads and sidewalks.

For more information, call (415) 554-6920.

Budget Data Summary

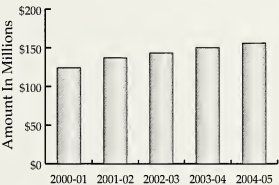
	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$143,577,326	\$156,586,849	\$162,696,913	\$6,110,064	3.90%
Total FTE	1,076.43	1,055.18	1,063.16	7.98	0.76%

Expenditures By Program



Street Environmental Services keep the city's streets and sidewalks clean. This year's budget maintains existing levels for Street Environmental Services.

Public Works Budget



DPW's 2004-2005 budget has increased slightly, though reliance on the General Fund continues to decrease.

Budget Issues and Details

Preserving Street Cleaning Services

- ◆ Most service requests received by DPW from the public are for street cleaning services and litter code enforcement. To preserve these services, DPW has made minimal reductions to the street cleaning program. Prioritizing street cleaning services has resulted in reductions in several other areas, including street use and mapping, urban forestry and building repair. DPW's proposed 2004–2005 budget attempts to minimize the impact of service reductions on the city's streetscapes.

Expanded Asphalt Capacity

- ◆ In 2003–2004, DPW completed construction on two 150-ton asphalt storage silos at their existing plant, giving them the capacity to store asphalt for future use. The silos will allow for more cost-effective and energy-efficient asphalt production, give DPW the ability to serve larger projects and extend the life of plant equipment by limiting the start/stop cycling of the plant. In 2004–2005, the silos will be fully operational for their first full year, and greater efficiencies will generate surplus revenue. In future years, the plant is expected to generate a profit through asphalt sales to private contractors for patching and paving repair work. All surplus revenues will be used to reduce DPW's General Fund support.

Improving Coordination of Neighborhood Beautification Efforts

- ◆ In 2004–2005, the department will assume management of the Neighborhood Beautification Fund. The Neighborhood Beautification Fund supports groups that clean the city's streets and sidewalks and remove graffiti from the community. Given the department's mandated responsibilities for street cleaning and graffiti removal, the department is naturally equipped to oversee the non-profits' work and ensure that services are provided in a coordinated and effective manner.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Architecture				
Develop accurate construction cost estimates for City projects				
♦ Percentage of awarded contracts that are within 10% of the architect's estimate	71%	75%	75%	75%
Construction Management Services				
Track City construction project costs				
♦ Percentage change order cost to original contracts, for projects exceeding \$2 million	5.30%	7.10%	7.00%	7.10%
♦ Percentage change order cost to original contracts, for projects not exceeding \$2 million	6.38%	10.00%	8.50%	10.00%
Engineering				
Develop accurate engineering cost estimates for City projects				
♦ Percentage of bids that do not exceed 105% of the engineer's estimate	88%	90%	93%	90%
Maintain quality of City streets through repaving program				
♦ Number of blocks of City streets repaved	292	190	207	207
Street Environmental Services				
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education				
♦ Number of curb miles of streets mechanically swept	178,919	176,900	174,686	175,000
Street Use Management				
Respond to street construction-related complaints on a timely basis				
♦ Percentage of complaints responded to within 24 hours	65%	65%	65%	65%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	1,435.43	1,415.18	1,415.16	(0.02)
Non-operating Positions (funded By Capital/other)	(359.00)	(360.00)	(352.00)	8.00
Net Operating Positions	1,076.43	1,055.18	1,063.16	7.98
SOURCES				
Local Taxes	0	700,000	775,000	75,000
Licenses And Fines	244,384	1,446,266	852,729	(593,537)
Use Of Money Or Property	191,652	255,000	955,000	700,000
Intergovernmental Revenue - State	22,010,369	18,819,482	18,819,482	0
Charges For Services	10,681,668	8,160,038	7,080,289	(1,079,749)
Other Revenues	808,174	0	3,401,790	3,401,790
Transfers In	360,000	0	0	0
Expenditure Recovery	88,469,165	97,447,755	107,296,353	9,848,598
Fund Balance	2,514,852	6,581,327	2,093,278	(4,488,049)
General Fund Support	18,297,062	24,750,605	21,422,992	(3,327,613)
Sources Total	143,577,326	158,160,473	162,696,913	4,536,440
USES-OPERATING EXPENDITURES				
Salaries And Wages	47,686,683	68,417,076	68,481,611	64,535
Fringe Benefits	15,027,985	16,923,111	21,582,846	4,659,735
Overhead	32,117,129	28,735,867	30,449,486	1,713,619
Professional & Contractual Services	11,366,670	10,245,231	8,884,108	(1,361,123)
Materials And Supplies	6,373,479	4,611,191	4,473,596	(137,595)
Equipment	6,306,238	2,585,191	2,805,333	220,142
Debt Service	0	218,000	266,492	48,492
Services Of Other Departments	16,322,804	18,943,127	19,323,150	380,023
Transfers Out	0	21,076	21,076	0
Uses-operating Expenditure Total	135,200,988	150,699,870	156,287,698	5,587,828
USES-PROJECT EXPENDITURES				
Facilities Maintenance	2,547,472	1,460,000	1,220,000	(240,000)
Capital Projects	5,828,866	6,000,603	5,189,215	(811,388)
Uses-project Expenditure Total	8,376,338	7,460,603	6,409,215	(1,051,388)
EXPENDITURE BY PROGRAM RECAP				
Administration	15,160,609	22,557,977	22,452,798	(105,179)
Administrative Services - Administration	636,087	261,000	0	(261,000)
Architecture	1,332,484	3,802,286	3,899,988	97,702
Building Repair & Maintenance	43,887,818	36,751,892	39,318,461	2,566,569
Bureau Overhead	13,774,092	1,339,098	1,401,240	62,142
City Capital Projects	12,160,980	6,274,139	5,559,215	(714,924)
Community Development	0	0	250,000	250,000

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Construction Inspection	1,031,275	0	0	0
Construction Management Services	876,501	5,292,456	5,772,729	480,273
Criminal Justice	15,473	0	0	0
Disability Access	1,904	0	0	0
Engineering	1,516,039	6,811,170	6,893,830	82,660
Engineering & Maintenance	7,913	0	0	0
Laguna Honda - Long Term Care	12,194	0	0	0
Long Range Planning & Policy	19,443	0	0	0
Neighborhood Beautification	0	1,145,419	425,000	(720,419)
SFGH - Acute Care - Hospital	7,290	0	0	0
Street & Sewer Repair	9,630,349	20,604,936	21,122,179	517,243
Street Environmental Services	30,983,624	36,206,436	37,748,989	1,542,553
Street Use Management	5,217,125	12,152,841	12,810,858	658,017
Urban Forestry	5,166,554	4,960,823	5,041,626	80,803
Water Supply & Treatment	139,572	0	0	0
Expenditure By Program Recap Total	143,577,326	158,160,473	162,696,913	4,536,440

RECREATION AND PARK

Mission The Recreation and Park Department fosters the well being of the city’s diverse community by maintaining beautiful parks, preserving the environment and providing enriching recreational activities.

Services The Recreation and Park Department maintains more than 200 parks, playgrounds and open spaces, including Camp Mather, the Marina Yacht Harbor and Candlestick Park; six municipal golf courses; and other recreational facilities and urban forestry.

For more information, call (415) 831-2700.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$102,568,295	\$123,782,813	\$101,840,978	(\$21,941,835)	(17.73%)
Total FTE	981.92	1,001.21	952.02	(49.19)	(4.91%)

Budget Issues and Details

Preserving Core Services

- ◆ Despite the city’s difficult budget circumstances, the Recreation and Park Department has managed, through creativity and difficult choices, to maintain most core services in 2004–2005. For example, the budget contains no gardener reductions and maintains hours of service at all city swimming pools .
- ◆ The department has been able to preserve core services by making significant administrative reductions, reorganizing and reducing its management staff and relying upon its long time public/private partnerships. In addition, the department has worked to increase revenue with as minimal an impact on the public as possible.

Reorganizing the Department

- ◆ For several years, the Recreation and Park Department has been moving toward a new organizational structure. In 2004–2005, the department will collapse middle management in its neighborhood parks division, eliminating 11 positions and creating five regional park managers. Of the five new positions, two will be hired in the next fiscal year. When the regional park program is fully implemented, these managers will oversee the city’s five regional parks—Golden Gate Park, McLaren

Park, Stern Grove, Glen Park and Lake Merced. Each manager will be responsible for recreation programs, park maintenance, concessions and capital projects within the parks. This competent approach to managing the city's regional parks will increase the quality of services provided in each park and allow the department to maximize resources, facilitate volunteer coordination and increase fundraising opportunities.

Relying Upon Public/Private Partnerships

- ◆ The department has several long-term relationships with non-profit groups. The Stern Grove Festival, the Friends of Recreation and Parks and the Strybing Arboretum have all provided significant financial and programmatic support to the department for many years. While the department's relationships with these entities are vital, the relationships have often not been documented in any kind of a written agreement. Over the past several years, the department has been working to formalize these partnerships.
- ◆ In 2003–2004 Recreation and Park formalized an agreement with another of its partners, the Friends of the Randall Museum. Under this agreement, the Randall Museum has agreed to assume substantial fundraising responsibilities for operations and capital improvements at the Randall Museum. The agreement with Friends of the Randall Museum will enable the Recreation and Park Department to save nearly \$100,000 in the 2004–2005 budget.

Capital Program

- ◆ 2004–2005, will be the fourth year of the department's 10-year capital improvement program. While the department has faced shrinking resources available for capital projects, the capital division continues to renovate and improve parks, playgrounds, swimming pools and recreation centers. To date, 159 neighborhood parks improvement projects have been started and 51 have been completed.
- ◆ In the next fiscal year, the department will continue work on more than 80 projects throughout the city. These include renovating the Bison Paddock in Golden Gate Park, repairing the Palace of Fine Arts rotunda roof, completing renovation of Helen Will Park, improving the Parkside playstructure and landscape, renovating the Alamo Square play area, constructing a playground at Hoff Street Park and expanding and renovating the West Portal playground and clubhouse. Other projects include extensive work at the Walter Haas playground, preparing a master plan for the entire complex at Garfield Square Park, constructing a new restroom at India Basin Shoreline Park and renovating the Oceanview Recreation Center.
- ◆ The Recreation and Park Department continues to aggressively seek capital funds from a variety of sources, including the state and federal governments, philanthropic organizations and the department's non-profit partners.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Maximize resources				
♦ Number of volunteer hours	36,700	35,000	37,000	37,000
Provide excellent customer service to the community				
♦ Percentage of San Franciscans who rate their interaction with staff as good or very good	74%	74%	78%	78%
Children's Baseline				
Provide comprehensive recreational programming				
♦ Percentage of San Franciscans who rate the quality of the City's children and youth's recreation programs as good or very good	58%	57%	50%	50%
♦ Number of children and teen program participants	3,543,064	2,703,000	2,400,000	2,200,000
Neighborhood Services				
Provide comprehensive recreational programming				
♦ Percentage of San Franciscans who rate the quality of the City's adult recreation programs as good or very good	49%	47%	44%	44%
♦ Number of adult and senior program participants	2,170,568	1,004,000	1,650,000	1,650,000
Provide excellent parks and programs				
♦ Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	67%	66%	67%	67%
Provide opportunities for community participation through public meetings				
♦ Number of public meetings held	35	40	85	85
Structural Maintenance				
Provide excellent customer service to the community				
♦ Number of standardized signs installed	30	15	15	12
Urban Forestry				
Provide excellent parks and programs				
♦ Number of trees maintained	2,887	2,000	1,900	1,800

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	1,104.17	1,127.96	1,074.14	(53.82)
Non-operating Positions (funded By Capital/other)	(122.25)	(126.75)	(122.12)	4.63
Net Operating Positions	981.92	1,001.21	952.02	(49.19)
SOURCES				
Local Taxes	23,082,084	24,184,000	24,534,000	350,000
Use Of Money Or Property	18,478,689	22,657,308	22,737,904	80,596
Intergovernmental Revenue - Federal	16,878	0	0	0
Intergovernmental Revenue - State	4,199,604	165,000	165,000	0
Charges For Services	8,798,821	14,031,300	17,409,200	3,377,900
Other Revenues	895,259	960,000	1,080,000	120,000
Expenditure Recovery	1,145,914	18,119,137	19,576,770	1,457,633
Fund Balance	8,101,789	11,943,829	5,863,158	(6,080,671)
Departmental Transfer Adjustment	0	0	(18,131,353)	(18,131,353)
General Fund Support	37,849,257	31,761,801	28,606,299	(3,155,502)
Sources Total	102,568,295	123,822,375	101,840,978	(21,981,397)
USES-OPERATING EXPENDITURES				
Salaries And Wages	47,086,570	50,875,675	48,888,069	(1,987,606)
Fringe Benefits	12,229,043	10,849,563	13,066,153	2,216,590
Overhead	1,021,553	16,861,817	17,561,049	699,232
Professional & Contractual Services	8,887,646	10,798,665	10,134,902	(663,763)
Aid Assistance / Grants	14,133	0	0	0
Materials And Supplies	3,119,848	3,000,054	2,999,186	(868)
Equipment	781,837	352,952	495,429	142,477
Debt Service	11,510	11,544	11,544	0
Services Of Other Departments	11,023,668	11,751,846	12,139,518	387,672
Transfers Out	481,447	0	0	0
Departmental Transfer Adjustment	0	0	(18,131,353)	(18,131,353)
Uses-operating Expenditure Total	84,657,255	104,502,116	87,164,497	(17,337,619)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	3,010,901	2,750,000	3,303,394	553,394
Capital Projects	14,900,139	16,570,259	11,373,087	(5,197,172)
Uses-project Expenditure Total	17,911,040	19,320,259	14,676,481	(4,643,778)
EXPENDITURE BY PROGRAM RECAP				
Administration	11,699,532	15,279,908	15,862,546	582,638
Capital Projects	18,650,770	21,443,621	16,207,913	(5,235,708)
Children's Baseline	12,579,567	13,735,462	12,112,470	(1,622,992)
Children's Svcs - Non-Children's Fund	272,531	272,244	343,000	70,756
Citywide Facilities	15,725,138	19,659,221	19,757,627	98,406

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
EXPENDITURE BY PROGRAM RECAP (cont)				
Citywide Services	4,442,183	11,279,454	12,825,656	1,546,202
Golden Gate Park	7,968,213	10,029,036	11,130,924	1,101,888
Neighborhood Services	24,586,835	22,695,210	22,755,971	60,761
Departmental Transfer Adjustment	(224,809)	0	0	0
Structural Maintenance	7,429,312	9,428,219	8,976,224	(451,995)
Departmental Transfer Adjustment	(560,977)	0	0	0
Departmental Transfer Adjustment	0	0	(18,131,353)	(18,131,353)
Expenditure By Program Recap Total	102,568,295	123,822,375	101,840,978	(21,981,397)

REDEVELOPMENT AGENCY

Mission

The Redevelopment Agency alleviates physical and economic blight in geographic areas that the Board of Supervisors has identified as redevelopment project areas. The agency dedicates a significant portion of its funding to affordable housing throughout the city.

Services

The agency provides financing for public improvements, works to increase and preserve the availability of affordable housing, acquires and sells available land, facilitates public/private development partnerships and promotes entrepreneurial development opportunities.

For more information, call (415) 749-2400.

Budget Issues and Details

Minimizing the City's Financial Burden

- ◆ The agency has sought to minimize its budget impact on the city's General Fund for 2004–2005 by reducing the amount of tax increment requested for operations, delaying the sale of bonds to late spring of 2005 and diminishing the size of the agency's work program where possible. Importantly, there are certain expenses and commitments, such as debt service payments on outstanding bonds and developer agreements, that must be honored and not within the discretion of the agency.

Continued Priority on Housing

- ◆ The agency's primary focus for fiscal year 2004–2005 is: (1) creating housing for low- and moderate-income households, including the first affordable housing development in the Octavia Boulevard corridor; (2) completing redevelopment programs in the older project areas, such as the Western Addition and Yerba Buena Center; (3) adopting and implementing the new Mid Market, Transbay and Bayview Hunters Point project areas; and (4) construction of infrastructure and public improvements in South Beach, Mission Bay and the Hunters Point Shipyard. In addition, the agency will continue its support of ongoing revitalization efforts, including job training and support of small businesses.
- ◆ Affordable housing comprises over half of the agency's total work program budget for fiscal year 2004–2005. The budget for fiscal year 2004–005 includes a total investment in affordable housing of \$46.3 million, which builds on the \$70.2 million investment in fiscal year 2003–2004, which was the largest housing budget ever requested by the Redevelopment Agency. Of the total affordable housing funds included in the fiscal year 2004–2005 budget, \$8.7 million represents the federally funded Housing Opportunities for Persons With AIDS (HOPWA). The balance of the proposed housing budget will be used to purchase central freeway sites formerly

owned by Caltrans to help finance the construction of Octavia Boulevard, acquire and preserve an at-risk affordable housing development, acquire a new site for affordable housing construction, commence another Mission Bay housing development and finance building family housing and a medical clinic in the South of Market area.

Public Infrastructure

- ◆ The agency is requesting nearly \$32 million in fiscal year 2004–2005 for public improvements, including \$15 million for major infrastructure improvements in Mission Bay North. Other major items requested for public improvements include \$6.6 million to assist developing an entertainment and dining venue with residential and union offices on agency parcel 732-A. The agency will also fund initial seismic work on the historic landmark Muni Substation's future cultural use as the agency approaches closeout in the Western Addition Project area. A \$5.5 million appropriation for the Yerba Buena Center will also move the agency toward completion in this project area, with a portion of the funds set aside for a capital reserve account necessary to preserve and protect the public investment in Yerba Buena Gardens. Another \$3.8 million will go toward demolition and site preparatory work in the Hunters Point Shipyard to be funded from federal grants that the agency expects to be awarded. Finally, the agency will undertake major public improvements in the South Beach Harbor area, including park improvements and construction of a harbor services building, public plaza, guest dock, dinghy dock and code compliance upgrades using previously secured funding.

Additional Neighborhood Projects

- ◆ Business development funding of \$867,000 will support the agency's loan programs for small business and property owners, especially along Sixth Street and the lower Fillmore, and \$647,000 for Mayor's Office of Community Development administered contracts will continue ongoing technical assistance to small businesses seeking financing. A portion of business development money will fund the agency's final efforts to bring the Fillmore Jazz Preservation District back to life by continuing to stage the district's annual events and fund a promotions office to stage newer activities, such as a farmer's market in the lower Fillmore. Additionally, \$100,000 will be allocated to the Sixth Street economic revitalization program to further clean up this area.
- ◆ Lastly, in 2004–2005, the agency will spend \$6.9 million for the upkeep of Yerba Buena Gardens and \$930,000 to improve and maintain South Beach Harbor, both of which are self financed, and \$1.0 million for job training and placement programs in redevelopment areas.

San Francisco Redevelopment Agency
Budget Comparison
(Dollars in Thousands)

Sources	2003–2004 Approved	2004–2005 Proposed
Property Sales	\$ 2,699	—
Rentals/Leases	12,217	\$ 14,077
Prior Year Earn./Savings	40,583	14,625
Developer Contribution	6,456	5,810
Grants	7,170	13,321
Other	11,951	2,447
Tax Increment (for O/S Obligations)	34,983	50,808
Total Sources	\$ 116,059	\$ 101,088

Uses

Legal	\$ 2,368	\$ 391
Studies & Misc. Items (1)	1,467	862
Planning	494	48
Acquisition	510	—
Public Improvements (2)	6,471	31,984
Arch./Eng. Design & Review	1,872	250
Relocation	320	200
Property Maintenance	9,679	9,678
Housing Production & Assist. (3)	80,165	46,257
Job Training/Assist.	1,002	1,032
Business Development	1,702	867
Other	1,699	614
Pass-Through Obligations	10,138	9,496
Personnel Costs	12,692	12,999
Administrative Costs	3,304	4,388
Debt Service	39,151	44,293
Total Uses	\$ 173,034	\$ 163,358

RENT ARBITRATION BOARD

Mission The Rent Arbitration Board (the Board) enforces the city’s Rent Control Ordinance and its rules and regulations and provides information and guidance to the public on the law and its companion rules.

Services The board provides landlord/tenant counseling, petition hearings, mediation services, a 24-hour “information-to-go” telephone hotline and fax-back information services.

For more information, call (415) 252-4600.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$4,074,172	\$4,639,012	\$4,427,443	(\$211,569)	(4.56%)
Total FTE	34.59	32.02	32.18	0.16	0.50%

Budget Issues and Details

Providing Effective and Accessible Services

- ◆ In 2003–2004, the Rent Arbitration Board handled more than 90,000 calls for information, served nearly 12,000 persons at the front counter and processed 3,400 petitions for hearings or investigations. Although the 2004–2005 proposed budget is 7 percent less than the previous year due to eliminations of one-time expenses, there will be no impact on services to the public.
- ◆ The department had more than 4 million web page visits last year, making it one of the most visited sites in city government. Next year, the department will prioritize maintenance of the web content so that it is comprehensive, relevant and timely. This elevated level of information on the website will decrease staff time dedicated to fielding information that allows staff to devote more time to more complex issues. In 2004–2005, plans are underway to develop web pages in Chinese and Spanish, thereby reaching a larger audience.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Rent Board				
Provide an improved web site that is easy to use and informative				
♦ Percentage of users satisfied with web site	92%	93%	92%	93%
Provide timely resolution for all petitions				
♦ Average number of days for administrative law judges to submit decisions for review	26	30	28	28
Provide timely resolution of all allegations of wrongful eviction filings				
♦ Average number of days needed to process allegations of wrongful evictions	2.3	2.5	2.5	2.5

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	34.59	32.02	32.18	0.16
Net Operating Positions	34.59	32.02	32.18	0.16
SOURCES				
Charges For Services	4,074,172	4,587,000	4,398,043	(188,957)
Expenditure Recovery	0	29,400	29,400	0
Fund Balance	0	21,120	0	(21,120)
Sources Total	4,074,172	4,637,520	4,427,443	(210,077)
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,520,886	2,589,143	2,601,734	12,591
Fringe Benefits	558,594	436,836	551,211	114,375
Overhead	157,616	5,789	11,371	5,582
Professional & Contractual Services	243,279	385,034	263,195	(121,839)
Aid Assistance / Grants	0	0	84,000	84,000
Materials And Supplies	38,792	111,767	41,267	(70,500)
Equipment	541	0	0	0
Services Of Other Departments	554,464	1,108,951	874,665	(234,286)
Uses-operating Expenditure Total	4,074,172	4,637,520	4,427,443	(210,077)
EXPENDITURE BY PROGRAM RECAP				
Rent Board	4,074,172	4,637,520	4,427,443	(210,077)
Expenditure By Program Recap Total	4,074,172	4,637,520	4,427,443	(210,077)

RETIREMENT SYSTEM

Mission The San Francisco City and County Employees’ Retirement System (SFERS) is dedicated to securing, protecting and prudently investing the city’s pension trust assets; administering mandated benefit programs; and providing promised benefits.

Services The Retirement System disburses monthly benefit checks to 18,500 retirees and beneficiaries, provides counseling to active and retired employees/beneficiaries, implements legislative changes in benefit payments, maintains historical employment data for more than 52,000 active and retired SFERS members and over 100,000 former or non-SFERS city employees. SFERS invests the Retirement Trust fund assets, monitors the performance of external investment managers and maintains information and analysis of capital markets and institutional investment opportunities and administers the San Francisco Employees’ Deferred Compensation Plan.

For more information, please call (415) 554-1500.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$12,291,144	\$13,963,153	\$15,154,552	\$1,191,399	8.53%
Total FTE	77.14	76.41	84.64	8.23	10.77%

Budget Issues and Details

A Challenging Environment

- ◆ The weak local economy and state and federal budget deficits have resulted in budget cuts throughout all city departments, causing an increase in staff layoffs and early retirements. This will create significant increases in workloads at SFERS, as staff must process higher volumes of terminations and retirements with the same number of personnel. The implementation of the targeted early retirement program (November 2003 Proposition F) further expands the workload as SFERS staff will counsel members regarding their early retirement benefit opportunities within tight 30-day timelines. This budget proposal includes additional temporary staff to assist SFERS in fulfilling the mandate of Proposition F while maintaining its current critical-services workload.

SFERS Trust Investment

- ◆ The primary challenge to SFERS in the near future is to maintain its investment success of the late 1990's. SFERS' goal is to achieve a return on trust investments that will be ranked in the top 50th percentile or better among public pension funds with \$1 billion or more in trust assets based on average five-year returns. SFERS anticipates it will continue to meet or exceed this target over the next three years.

Enhancement of the Pension Administration System

- ◆ In 2003–2004, SFERS upgraded the Pension Administration System, which integrated the legacy member accounting system with the benefit payment system. This is one of the most important projects undertaken by SFERS, because it allows approximately 80 percent of all benefit calculations to be fully automated.
- ◆ In 2004–2005, SFERS will implement additional system features, which will involve more advanced functions. This will enhance the efficiency of the system operations and improve staff's ability to serve members. One key improvement will be the ability to route and track cases as they are processed.

Member Communication Enhancements

- ◆ SFERS will evaluate the current automated telephone system to more effectively meet the needs of active and retired members and their beneficiaries. The Retirement Board has approved a one-time \$150,000 budget appropriation to procure and implement new interactive telephone technology.
- ◆ The department has identified target newsletter mailings as a primary source for ongoing communication and education initiatives for both active members and retirees. In 2004–2005, SFERS will allocate \$50,000 for design, production and distribution of newsletters and an additional \$25,000 on postage.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Employee Deferred Compensation Plan				
Provide effective administration of the Deferred Compensation Plan				
♦ Percentage of eligible City employees who participate in the Deferred Compensation Plan	60%	50%	60%	50%
Investment				
Maximize investment returns at an acceptable risk level for Plan participants				
♦ Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion (using 5-year average return)	Yes	Yes	Yes	Yes
Retirement Services				
Provide accurate account and retirement benefit information to members in a timely manner				
♦ Average number of individualized communications per active Retirement Plan member	1.70	1.50	1.50	1.50

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	77.14	76.41	84.64	8.23
Net Operating Positions	77.14	76.41	84.64	8.23
SOURCES				
Use Of Money Or Property	0	250,000	250,000	0
Charges For Services	155,419	385,461	340,183	(45,278)
Other Revenues	12,135,725	13,327,692	14,562,423	1,234,731
General Fund Support	0	0	1,946	1,946
Sources Total	12,291,144	13,963,153	15,154,552	1,191,399
USES-OPERATING EXPENDITURES				
Salaries And Wages	4,915,423	5,656,376	6,251,841	595,465
Fringe Benefits	1,084,894	957,828	1,315,324	357,496
Professional & Contractual Services	1,161,001	1,981,670	2,270,267	288,597
Materials And Supplies	90,539	190,168	187,500	(2,668)
Equipment	74,669	69,974	67,148	(2,826)
Services Of Other Departments	4,964,618	5,107,137	5,062,472	(44,665)
Uses-operating Expenditure Total	12,291,144	13,963,153	15,154,552	1,191,399
EXPENDITURE BY PROGRAM RECAP				
Administration	720,165	1,066,754	1,211,998	145,244
Employee Deferred Compensation Plan	155,419	385,461	342,129	(43,332)
Investment	1,430,311	1,640,867	1,747,194	106,327
Retirement Services	9,985,249	10,870,071	11,853,231	983,160
Expenditure By Program Recap Total	12,291,144	13,963,153	15,154,552	1,191,399

SHERIFF

Mission The Sheriff’s Department provides safe and secure detention of persons arrested or under court order, operates the county jail facilities and alternative sentencing programs, provides security for city facilities and executes criminal and civil warrants and court orders.

Services The department operates jail facilities at the Hall of Justice (Jails 1 and 2), 425 Seventh Street (Jails 8 and 9), the San Bruno Complex (Jails 3 and 7) and San Francisco General Hospital. The department also provides innovative programs within the jails and through alternative programs outside the jails; transports prisoners from district police stations, jails, hospitals and courts; and provides security for the Courts, City Hall, the Department of Child Support Services, the Department of Public Health and the Emergency Communications Center; and enforces civil judgments.

For more information, call (415) 554-7225.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$115,104,638	\$111,943,626	\$146,387,863	\$34,444,237	30.77%
Total FTE	983.44	937.06	935.15	(1.91)	(0.20%)

Budget Issues and Details

Opening a New County Jail

- ◆ After a number of construction delays, the department will open a new jail at the San Bruno complex in September 2004. The new building, which replaces County Jail No. 3, will simplify daily operations at the complex. It is designed to be podular with central controls in each pod, allowing direct supervision of inmates. Additionally, the new facility uses electronic equipment for tasks such as surveillance and opening cell doors.

Implementing the Jail Management System

- ◆ The Mayor’s 2004–2005 budget includes funding to develop and implement software for the Jail Management System (JMS), one of the final components of the city’s JUSTIS system. JMS will provide the Sheriff’s Department with an automated system for booking, classifying and tracking prisoners as they move through the jail system. In addition, JMS will maintain inventory of prisoner property, track

prisoner participation in custodial and jail alternative programs and monitor prisoner court dates. JMS will enable the Sheriff's Department to collect and use demographic and other data necessary to comply with state reporting requirements and increase the potential for grant funding. It will also facilitate better planning and distribution of resources within the county jail system.

Focusing on Alternatives to Jail

- ◆ The Sheriff's Department has long been committed to providing alternative programs—both within the jails and as substitutes for incarceration. One of the department's more unique alternative programs is the Five Keys Charter School. Opened in September 2003, Five Keys is the first charter high school in the nation designed for offenders serving time in the criminal justice system and upon release. The school strives to address the five factors considered essential to successful post-jail re-entry—education, employment, family, recovery and community. Five Keys provides 200 prisoners and 50 recent parolees with the opportunity to earn a high school diploma rather than a GED. 2004–2005 represents the first full year that the school will educate inmates.

Redesigning Jail Health Services

- ◆ In 2004–2005, the department intends to issue a request for proposals (RFP) to competitively bid jail health services currently provided by the city's Department of Public Health. San Francisco pays more per prisoner to provide health care than nearly any other county in the state—more than twice as much as Los Angeles County and more than four times as much as Alameda. To achieve cost savings and yet continue to provide a similar quality of health care to the jail population, the department intends to issue an RFP to find a lower-cost contractor. In addition to private contractors, the Department of Public Health and other non-profit organizations will be included in contract bidding. Bidders will be required to provide inmates with proper care and to address a variety of public health needs, including prevention and treatment of communicable diseases.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Execute criminal and civil warrants and court orders				
♦ Number of attempts to serve/execute civil process	12,230	12,000	10,550	11,300
♦ Number of evictions completed	1,722	1,700	1,683	1,700
Increase diversity of sworn supervisory, management and executive ranks				
♦ Percent of ethnic minority sworn staff in supervisory, management and executive ranks	56%	56%	55%	55%
♦ Percentage of women sworn staff in supervisory, management and executive ranks	32%	32%	32%	32%
Court Security & Process				
Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco				
♦ Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	2	0	3	0
Custody				
Provide for the safe and secure detention of persons arrested or under court order				
♦ Average cost per prisoner day	\$94	\$94	\$94	\$94
♦ Average daily population (ADP)	2,085	2,055	2,085	2,085
♦ ADP as a percentage of rated capacity of jails	100%	99%	100%	100%
Programs				
Operate alternative sentencing programs				
♦ Average daily number of participants in alternative programs.	642	650	615	615
♦ Value of work performed by participants	\$1,228,127	\$1,230,000	\$865,920	\$865,920
♦ Re-arrest rate for participants in programs (compared to 55% for non-participants)	25%	0%	25%	20%
Provide education, skill development, and counseling programs in jail				
♦ Average daily number of prisoners in substance abuse treatment and anti-violence jail programs	1,710	1,500	800	1,700
♦ Re-arrest rate for prisoners in jail programs	40%	0%	40%	35%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	987.44	938.06	938.15	0.09
Non-operating Positions (funded By Capital/other)	(4.00)	(1.00)	(3.00)	(2.00)
Net Operating Positions	983.44	937.06	935.15	(1.91)
SOURCES				
Licenses And Fines	0	0	1,500,000	1,500,000
Use Of Money Or Property	12,073	91,000	10,000	(81,000)
Intergovernmental Revenue - Federal	804,699	885,937	1,020,809	134,872
Intergovernmental Revenue - State	3,392,194	1,817,640	785,552	(1,032,088)
Charges For Services	2,934,321	4,240,413	4,819,913	579,500
Expenditure Recovery	13,658,967	15,515,654	15,232,713	(282,941)
Fund Balance	1,212,035	0	325,000	325,000
General Fund Support	93,090,349	89,392,627	122,693,876	33,301,249
Sources Total	115,104,638	111,943,271	146,387,863	34,444,592
USES-OPERATING EXPENDITURES				
Salaries And Wages	70,456,293	69,735,311	70,185,837	450,526
Fringe Benefits	14,070,953	14,231,411	22,198,974	7,967,563
Overhead	22,771	44,968	45,024	56
Professional & Contractual Services	15,160,914	13,352,493	26,904,285	13,551,792
Aid Assistance / Grants	400,000	400,000	400,000	0
Materials And Supplies	7,591,776	6,530,728	6,037,018	(493,710)
Equipment	251,469	828,945	840,246	11,301
Services Of Other Departments	6,130,731	6,378,415	19,776,479	13,398,064
Uses-operating Expenditure Total	114,084,907	111,502,271	146,387,863	34,885,592
USES-PROJECT EXPENDITURES				
Facilities Maintenance	270,621	350,000	0	(350,000)
Capital Projects	749,110	91,000	0	(91,000)
Uses-project Expenditure Total	1,019,731	441,000	0	(441,000)
EXPENDITURE BY PROGRAM RECAP				
Administration	9,282,262	8,543,237	8,824,227	280,990
Court Security & Process	7,874,144	7,548,814	7,646,861	98,047
Custody & Jail Programs	70,593,691	62,662,354	97,436,299	34,773,945
Facilities & Equipment	1,113,550	4,767,872	5,241,344	473,472
Programs	12,232,907	10,532,085	8,505,765	(2,026,320)
Recruitment & Training	5,619,138	2,612,811	3,081,438	468,627
Security Services	6,471,202	10,756,466	11,192,393	435,927
Sheriff Field Services	1,917,744	4,519,632	4,459,536	(60,096)
Expenditure By Program Recap Total	115,104,638	111,943,271	146,387,863	34,444,592

STATUS OF WOMEN

Mission The Department on the Status of Women (DOSW) works to improve the socioeconomic, political, health and cultural status of women and girls throughout San Francisco. The department implements the Convention on the Elimination of All Forms of Discrimination Against Women—an international “Bill of Rights” for women and girls—by addressing gender inequalities and discrimination in the provision of city services, employment and health care.

Services As mandated by the city’s Administrative Code, DOSW administers the city’s violence against women programs. The department funds programs that range from domestic violence shelters and crisis lines to legal and educational services. Additionally, DOSW provides legislative and policy analysis on issues that affect women and girls, along with research and public education on an array of women’s issues.

For more information, call (415) 252-2570.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$2,827,284	\$2,743,323	\$2,447,897	(\$295,426)	(10.77%)
Total FTE	7.76	6.47	6.05	(0.42)	(6.49%)

Budget Issues and Details

Preserving Direct Services for Victims of Violence

- ◆ More than 70 percent of the department’s \$2.5 million budget is allocated to providing services through the Violence Against Women program. These include direct services such as emergency shelter, transitional housing, 24-hour crisis lines and legal assistance, as well as prevention-oriented services such as advocacy, education and training.

Addressing Policy and Equity Issues with Reduced Staff

- ◆ The department and its commission also play an important role in creating and implementing public policy. Despite the loss of a part-time staff member related to 2004–2005 budget cuts, in the coming fiscal year, the department will carry out its mandate under the Convention to End Discrimination Against Women Ordinance by completing two analyses with recommendations to promote greater gender equity in San Francisco. The department will also continue to provide oversight to the Justice and Courage project, which seeks to coordinate and improve the city’s response to domestic violence.

Performance Measures

	2002-2003	2003-2004	2003-2004	2004-2005
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>

Commission On Status Of Women

Promote gender equity in City services, employment and budget allocations, in accordance with the U. N. Convention to Eliminate All Forms of Discrimination Against Women (CEDAW)

• Number of reports related to CEDAW produced and issued	3	2	2	3
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Domestic Violence

Reduce victimization by providing crisis line, advocacy, legal, shelter, transitional, and educational/awareness services to women and girls, especially to low-income and underserved communities

• Crisis Line Services: Number of individuals who called the crisis line	16,466	12,000	12,000	14,000
• Advocacy Services: Number of participants who received advocacy services	9,483	8,000	8,000	8,000
• Legal Services: Number of participants who received legal services	1,444	1,400	1,400	1,400
• Shelter Services: Number of women and children who received shelter services	96	100	100	100
• Transitional Services: Number of women and children who received transitional services	60	59	60	60
• Education/ Awareness Services: Percentage of participants who indicated an increase in their understanding of the cause/dynamics of violence against women	90%	80%	80%	90%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	7.76	7.22	6.80	(0.42)
Non-operating Positions (funded By Capital/other)	0.00	(0.75)	(0.75)	0.00
Net Operating Positions	7.76	6.47	6.05	(0.42)
SOURCES				
Licenses And Fines	194,214	200,000	210,000	10,000
Intergovernmental Revenue - Federal	16,112	0	0	0
Intergovernmental Revenue - Other	104,533	0	0	0
Charges For Services	3,030	0	0	0
Expenditure Recovery	257,556	144,060	0	(144,060)
Fund Balance	0	0	112,500	112,500
General Fund Support	2,251,839	2,399,263	2,125,397	(273,866)
Sources Total	2,827,284	2,743,323	2,447,897	(295,426)
USES-OPERATING EXPENDITURES				
Salaries And Wages	584,469	504,230	478,635	(25,595)
Fringe Benefits	127,604	86,593	107,637	21,044
Professional & Contractual Services	234,014	190,379	45,489	(144,890)
Aid Assistance / Grants	1,835,730	1,833,816	1,701,064	(132,752)
Materials And Supplies	7,423	6,153	6,153	0
Services Of Other Departments	38,044	122,152	108,919	(13,233)
Uses-operating Expenditure Total	2,827,284	2,743,323	2,447,897	(295,426)
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	0	194,781	194,781	0
Domestic Violence	255,266	184,000	306,500	122,500
Status Of Women	2,572,018	2,364,542	1,946,616	(417,926)
Expenditure By Program Recap Total	2,827,284	2,743,323	2,447,897	(295,426)

TELECOMMUNICATIONS AND INFORMATION SERVICES

Mission

The Department of Telecommunications and Information Services (DTIS) provides high-quality, cost-effective customer-focused information technology and telecommunications solutions to its customers.

Services

The department provides services directly to the public through the city's official website (SFGov.org), the government cable television channel (SFGTV) and cable franchise administration. DTIS provides city departments with both technology consultation and planning and, in some cases, directly manages application development of information technology (IT) systems. DTIS provides direct support to systems users through technology service centers and technical training and provides the infrastructure necessary to deploy, operate and maintain the city's communications and information systems.

For more information, call (415) 554-0800.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$76,337,731	\$73,203,523	\$67,140,098	(\$6,063,425)	(8.28%)
Total FTE	323.98	312.79	282.03	(30.76)	(9.83%)

Budget Issues and Details

Reducing Operating Costs

- ◆ In 2004–2005, DTIS will continue to focus on renegotiating city contracts for telecommunications and IT services to take advantage of the lower prices that exist in these markets. When added to departmental efforts to reduce cell phone use, the city's expenditures on cell phones will decrease by more than 30 percent—saving the city more than \$800,000 on these services. DTIS also renegotiated long distance, high capacity data and other contracts for additional savings to the city in 2004–2005. By using the latest advances in server technology, the department will also reduce administrative and operating expenses associated with the city mainframe by \$1 million. Lastly, the department will eliminate a number of positions and the Telecommunications Commission will be dissolved to further reduce the department's administrative costs.

Protecting Information Infrastructure and Securing Cyberspace

- ◆ Protecting the city's information infrastructure is critical to public safety and city operations. Recognizing the threats of computer viruses and cyber terrorism, DTIS will continue to develop effective countermeasures by evaluating and designing improvements to the city's computer and electronic systems. In 2004–2005, DTIS will work to secure Federal Homeland Security grant funding to further strengthen the city's ability to detect and deter unauthorized access to the city's communications and data infrastructure.

Enhanced Service Delivery to the Public and Departments

- ◆ DTIS strives to provide cost-effective IT platforms and tools. Applying new technologies and rethinking how to apply existing technologies allows city agencies to operate and deliver city services more efficiently.
- ◆ In 2004–2005, DTIS will continue its efforts to increase online access to city information and services. Maximizing SFGTV video services and production will allow programming via the Internet, airing on other broadcast and cable channels and for online training for city departments and employees.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Operations & Infrastructure				
Ensure that customers are satisfied with the services provided by DTIS				
• Percentage of customer complaints resolved within 8 hours of receipt from customer	n/a	n/a	40%	45%
Manage trouble tickets effectively to avoid degrading customer service				
• Percentage of trouble tickets resolved by Help Desk - Industry standard of "First Call Resolution"	35%	45%	38%	40%
• Percentage of services that have internal escalation procedures in place	50%	85%	75%	85%
Technology Services				
Provide high quality services to departmental customers				
• Percentage of service requests completed by the date agreed upon with the client	97%	80%	92%	95%
• Percentage of service requests completed within the budget agreed upon with the client	98%	80%	93%	95%
Provide timely and quality information to the public				
• Percentage of the regular Board of Supervisors' meetings carried	100%	99%	100%	99%
• Availability of 24-hour government informational programming on Cable Channel 26	99%	99%	99%	99%
• Percentage of web site visitors who reported that they found timely and valuable information	99%	95%	96%	95%
Technology Services: Public Safety Supp				
Ensure customer satisfaction by providing stable and reliable system support of the critical public safety radio network				
• Reliability of the public safety radio and wireless data system	n/a	99%	100%	100%
Ensure customer satisfaction by providing timely turnaround of repair work for critical public safety components				
• Percentage of repairs for portable and mobile radios completed within the same day of the request	n/a	90%	80%	85%
• Percentage of repairs for mobile data terminals completed within the same day of the request	n/a	90%	80%	85%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	338.98	327.79	297.03	(30.76)
Non-operating Positions (funded By Capital/other)	(15.00)	(15.00)	(15.00)	0.00
Net Operating Positions	323.98	312.79	282.03	(30.76)
SOURCES				
Licenses And Fines	214,597	244,080	228,000	(16,080)
Use Of Money Or Property	29,367	32,000	32,000	0
Intergovernmental Revenue - Federal	869,550	0	0	0
Charges For Services	535,000	830,674	830,674	0
Other Revenues	3,748	0	0	0
Expenditure Recovery	73,166,567	70,425,681	64,912,838	(5,512,843)
General Fund Support	1,518,902	1,671,088	1,136,586	(534,502)
Sources Total	76,337,731	73,203,523	67,140,098	(6,063,425)
USES-OPERATING EXPENDITURES				
Salaries And Wages	26,682,404	26,818,021	24,380,682	(2,437,339)
Fringe Benefits	5,389,896	4,299,104	5,179,877	880,773
Overhead	1,020,165	401,862	1,197,495	795,633
Professional & Contractual Services	28,910,879	28,376,620	24,894,983	(3,481,637)
Materials And Supplies	8,118,959	6,448,487	7,537,070	1,088,583
Equipment	2,823,657	2,131,397	888,027	(1,243,370)
Services Of Other Departments	3,289,231	2,937,087	2,716,080	(221,007)
Budgetary Reserves	0	1,077,945	52,884	(1,025,061)
Uses-operating Expenditure Total	76,235,191	72,490,523	66,847,098	(5,643,425)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	0	50,000	50,000	0
Capital Projects	102,540	663,000	243,000	(420,000)
Uses-project Expenditure Total	102,540	713,000	293,000	(420,000)
EXPENDITURE BY PROGRAM RECAP				
Administration	22,759,462	23,164,294	20,932,347	(2,231,947)
Criminal Justice	869,550	0	0	0
Operations & Infrastructure	26,199,592	28,152,733	24,939,779	(3,212,954)
Policy & Planning	2,223,033	2,309,130	1,783,505	(525,625)
Technology Services	16,707,357	11,700,126	11,739,488	39,362
Technology Services: Public Safety Supp	7,578,737	7,877,240	7,744,979	(132,261)
Expenditure By Program Recap Total	76,337,731	73,203,523	67,140,098	(6,063,425)

TREASURER/TAX COLLECTOR

Mission The Office of the Treasurer & Tax Collector facilitates voluntary compliance with the tax laws of the City and County of San Francisco. The office simplifies all processes and procedures and provides efficient customer service, collects all taxes and fees due to the City and County of San Francisco and provides safekeeping for all city funds by prudently investing the monies to maximize yields with low risk and high liquidity.

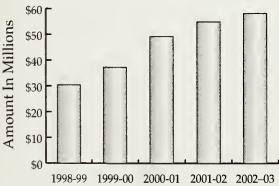
Services The Office of the Treasurer & Tax Collector invests city funds and provides a central payment center for collecting taxes, transient occupancy taxes and other regulatory licenses and permits required by municipal codes. The department also provides collection services for city and county delinquent accounts.

For more information, call (415) 554-4478. For taxpayer assistance, call (415) 554-4400.

Budget Data Summary

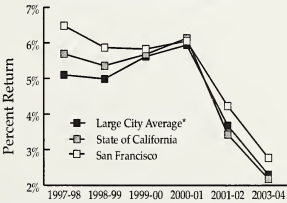
	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change from 2003-2004	
				Nominal	Percent
Total Expenditures	\$19,237,706	\$19,254,717	\$20,179,801	\$925,084	4.80%
Total FTE	184.61	191.82	198.21	6.39	3.33%

Delinquent Revenue Collection



This chart tracks the growth in delinquent revenue collected by the Treasurer/Tax Collector's Office. Despite the continued economic downturn, investments in staff time toward this effort continue to bring increasing revenues to the city.

Return on Investments



The chart above illustrates San Francisco's investment return continues to outperform both the state and the average of three major California cities, despite the substantial downturn in financial markets since 2001.

*Average of Los Angeles, Sacramento and San Diego.

Budget Issues and Details

Increasing Delinquent Revenue Collections

- ◆ As the primary revenue generator for the City and County of San Francisco, the Office of the Treasurer & Tax Collector will redouble their efforts to ensure that taxes are collected fairly from all entities required to remit taxes. In recent years, the department has focused specifically on collecting delinquent revenues. Over the last three fiscal years, the department has increased the number of staff hours dedicated to delinquent collections. This has resulted in delinquent revenue collections increases of 29.3 percent during that time.
- ◆ Building on the successful efforts to bring in delinquent revenues thus far, the Mayor's budget further allocates for additional staff needed to increase revenue collection. An additional five full-time employees are included in the department's budget for this purpose, while the revenues generated by the Bureau of Delinquent Revenues are expected to increase by approximately \$3 million.

Improving the Business Tax System

- ◆ In March 2003, the department successfully completed Phase I of the migration of the department's extensive business tax system from a mainframe system into a new Unix-based Oracle database with a Java-thin client. This project was designed not only to enhance business practices and achieve greater efficiencies, but also to reduce operating and support costs for the business tax system. In fiscal year 2004–2005, the department will reduce its budget for this system to \$1.1 million, a decrease of 26 percent over the cost of the system three years ago.
- ◆ With the new system in place, the department can begin to focus on identifying greater efficiencies as well as perform workflow analysis to identify areas where new technology can enhance current business practices.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
Administration				
Provide superior customer service at the City Payment Center in City Hall				
♦ Percentage of customers rating City Payment Center overall as excellent or good	96%	95%	90%	90%
Business Tax				
Make business tax account data available to taxpayers more quickly and easily				
♦ Number of days for Account Services Unit to enter all data from Annual Payroll Tax Statements with a tax balance due	60	30	30	30
Delinquent Revenue				
Maximize revenue through intensive collection activity				
♦ Amount of total revenue collected on all delinquent taxes, in millions	\$58.2	\$61.6	\$61.6	\$62.0
Investment				
Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield				
♦ Accuracy rate of forecasting of cash on hand	86%	86%	89%	90%
♦ Average daily collected balances of demand deposit accounts, in millions	\$7.0	\$6.0	\$5.0	\$5.0
♦ Number of basis points by which the city/county yield exceeds the municipal peer average group	22	6	21	25
Property Tax/licensing				
Maintain low property tax delinquency rates				
♦ Delinquency rate of secured property taxes	1.55%	1.50%	1.50%	1.50%
♦ San Francisco's rank among California counties	7	7	7	7
Treasury				
Make frontline cashiering services more efficient and customer-friendly (Cashiering Remittance)				
♦ Percentage of customers who rate courtesy of employees from the Cashier Section as excellent or good	97%	95%	95%	95%
Maximize interest earnings for San Francisco by processing payments efficiently				
♦ Percentage of all payments received that are processed/deposited during the same business day	99%	99%	99%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	184.61	191.82	198.21	6.39
Net Operating Positions	184.61	191.82	198.21	6.39
SOURCES				
Local Taxes	112,659	122,000	118,000	(4,000)
Licenses And Fines	24,000	0	24,000	24,000
Use Of Money Or Property	2,765,983	3,325,000	3,325,000	0
Charges For Services	934,760	1,405,000	1,552,000	147,000
Other Revenues	341,347	210,000	210,000	0
Transfers In	21,076	21,076	21,076	0
Expenditure Recovery	1,264,615	1,463,212	1,533,979	70,767
General Fund Support	13,773,266	12,708,429	13,395,746	687,317
Sources Total	19,237,706	19,254,717	20,179,801	925,084
USES-OPERATING EXPENDITURES				
Salaries And Wages	11,170,462	11,987,763	12,374,095	386,332
Fringe Benefits	2,682,965	2,257,716	3,030,547	772,831
Professional & Contractual Services	678,001	1,084,022	1,068,322	(15,700)
Aid Assistance / Grants	0	0	13,972	13,972
Materials And Supplies	296,497	375,081	403,637	28,556
Equipment	542,838	0	0	0
Services Of Other Departments	3,866,943	3,550,135	3,289,228	(260,907)
Uses-operating Expenditure Total	19,237,706	19,254,717	20,179,801	925,084
EXPENDITURE BY PROGRAM RECAP				
Administration	2,198,377	1,616,546	1,690,461	73,915
Business Tax	5,557,302	5,234,571	5,221,864	(12,707)
Delinquent Revenue	3,846,396	4,676,659	5,358,262	681,603
Investment	701,287	675,203	739,652	64,449
Legal Service	619,650	605,732	597,250	(8,482)
Property Tax/licensing	2,436,645	2,482,973	2,435,431	(47,542)
Tax Assessment	594,995	567,399	591,048	23,649
Taxpayer Assistance	853,752	922,782	956,142	33,360
Treasury	2,429,302	2,472,852	2,589,691	116,839
Expenditure By Program Recap Total	19,237,706	19,254,717	20,179,801	925,084

TRIAL COURTS

According to the constitution of the State of California, the Judicial Branch, which includes the Trial Courts, is a separate and equal branch of government. This separation precludes the Executive Branch from reviewing Judicial Branch budgets. As a convenience, however, Trial Courts data are included on the following pages for appropriate action by the Board of Supervisors.

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 Actual	2003-2004 Budget	2004-2005 Proposed	Change From 2003-2004
AUTHORIZED POSITIONS				
Total Authorized	20.00	18.57	18.30	(0.27)
Non-operating Positions (funded By Capital/other)	(1.50)	(0.78)	(0.49)	0.29
Net Operating Positions	18.50	17.79	17.81	0.02
SOURCES				
Licenses And Fines	77,474	38,271	38,271	0
Use Of Money Or Property	220,518	163,157	163,157	0
Intergovernmental Revenue - Federal	919,085	111,518	0	(111,518)
Intergovernmental Revenue - State	404,953	1,251,038	1,141,038	(110,000)
Charges For Services	5,316,621	5,046,367	5,046,367	0
Fund Balance	1,317,291	774,838	4,081,928	3,307,090
General Fund Support	33,308,408	32,589,710	32,690,763	101,053
Sources Total	41,564,350	39,974,899	43,161,524	3,186,625
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,337,512	1,255,512	1,250,761	(4,751)
Fringe Benefits	502,992	537,742	608,410	70,668
Overhead	8,675	0	0	0
Professional & Contractual Services	36,436,068	35,852,143	33,908,715	(1,943,428)
Aid Assistance / Grants	334,823	0	0	0
Materials And Supplies	107,252	5,897	5,897	0
Equipment	0	0	6,000,000	6,000,000
Services Of Other Departments	1,305,393	1,352,605	1,351,741	(864)
Uses-operating Expenditure Total	40,032,715	39,003,899	43,125,524	4,121,625
USES-PROJECT EXPENDITURES				
Facilities Maintenance	0	36,000	36,000	0
Capital Projects	1,531,635	935,000	0	(935,000)
Uses-project Expenditure Total	1,531,635	971,000	36,000	(935,000)
EXPENDITURE BY PROGRAM RECAP				
Child Support Services - Trial Courts	1,507,464	1,498,037	1,560,422	62,385
Court House Debt Service	6,125,349	5,476,666	8,819,756	3,343,090
Dispute Resolution Program	334,823	353,746	353,746	0
Indigent Defense / Grand Jury	8,249,920	7,238,801	7,238,801	0
Substance Abuse - Community Care	(17,405)	0	0	0
Superior Court Services	370,789	221,518	0	(221,518)
Trial Court Services	24,993,410	25,186,131	25,188,799	2,668
Expenditure By Program Recap Total	41,564,350	39,974,899	43,161,524	3,186,625

WAR MEMORIAL

Mission The War Memorial Department manages and operates the War Memorial and Performing Arts Center buildings and grounds. These include the War Memorial Opera House, the War Memorial Veterans Building, the Louise M. Davies Symphony Hall, the Harold L. Zellerbach Rehearsal Hall and the Memorial Court.

Services The department operates, maintains and rents the War Memorial’s entertainment and cultural facilities and manages and administers the use and occupancy of office space and facilities by beneficiaries of the War Memorial Trust Agreement and others.

For more information, call (415) 621-6600.

Budget Data Summary

	2002–2003 Actual	2003–2004 Budget	2004–2005 Proposed	Change from 2003–2004	
				Nominal	Percent
Total Expenditures	\$10,461,478	\$10,560,913	\$10,529,562	(\$31,351)	(0.30%)
Total FTE	94.67	95.18	94.72	(0.46)	(0.48%)

Budget Issues and Details

Maximizing Use of the Performing Arts Center

- ◆ In 2004–2005, a total of 827 performances and events are projected for the Performing Arts Center, which represents a reduction of 40 performances from the previous year. Maximizing facility use is critical to the department’s ability to generate earned revenue through rental fees, concessions and other service fees. Therefore, the department will continue to aggressively promote booking and usage of other facilities by developing and maintaining high levels of customer service and productivity.

Raising Additional Revenue through Fee Increases

- ◆ The department’s main revenue sources are a hotel tax allocation from the city and earned revenues from facilities rentals. Over the past five years, the department’s annual hotel tax allocation has experienced dramatic swings, and its allocation in 2004–2005 will be 2.75 percent less than its original 2003–2004 allocation.
- ◆ Earned revenue has remained fairly constant and is projected to increase slightly in 2004–2005. Simultaneously, however, operating costs have increased significantly,

resulting in a need to raise additional revenue. In response, the War Memorial Board of Trustees has adopted a rental rate increase averaging 4.5 percent effective July 1, 2004. In addition, Veterans Building occupancy fees will increase 6 percent effective July 1, 2004.

Operation and Maintenance of Facilities

- ◆ Every year, the department invests significant resources to ensure that the Performing Arts Center buildings and grounds are operated and maintained in optimal condition, including investments in ongoing maintenance and capital projects. Approximately 82 percent of the department's 2004–2005 budget is devoted to building and grounds maintenance services, security operations, building/equipment services and supplies and utilities. However, due to significant and mandated cost increases in 2004–2005 without corresponding increases in revenue, the War Memorial has proposed only limited maintenance and capital expenditures. All other pending capital projects have been deferred to future years.

Performance Measures

	2002-2003 <u>Actual</u>	2003-2004 <u>Target</u>	2003-2004 <u>Projected</u>	2004-2005 <u>Target</u>
War Memorial Operations & Maintenance				
Provide continued successful utilization of the facilities				
♦ Opera House percentage of days rented	96%	95%	93%	95%
♦ Davies Symphony Hall percentage of days rented	85%	83%	81%	82%
♦ Herbst Theatre percentage of days rented	72%	67%	71%	71%
♦ Green Room percentage of days rented	57%	52%	53%	53%
Provide maximum number of performances and events				
♦ Opera House performances/events	201	200	196	181
♦ Davies Symphony Hall performances/events	224	236	240	238
♦ Herbst Theatre performances/events	252	210	250	240
♦ Green Room performances/events	177	160	181	168

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	94.67	95.18	94.72	(0.46)
Net Operating Positions	94.67	95.18	94.72	(0.46)
SOURCES				
Local Taxes	8,006,114	4,244,000	8,407,000	4,163,000
Use Of Money Or Property	1,362,070	1,278,903	1,312,110	33,207
Charges For Services	221,898	233,261	248,710	15,449
Expenditure Recovery	530,073	530,073	561,742	31,669
Fund Balance	341,323	4,563,454	0	(4,563,454)
Sources Total	10,461,478	10,849,691	10,529,562	(320,129)
USES-OPERATING EXPENDITURES				
Salaries And Wages	5,427,947	5,668,589	5,607,555	(61,034)
Fringe Benefits	1,352,170	1,093,232	1,390,250	297,018
Overhead	302,049	456,128	568,986	112,858
Professional & Contractual Services	529,298	396,378	511,663	115,285
Materials And Supplies	289,424	349,250	312,250	(37,000)
Equipment	0	23,700	0	(23,700)
Services Of Other Departments	1,101,138	1,401,656	1,537,358	135,702
Transfers Out	0	675,000	85,000	(590,000)
Uses-operating Expenditure Total	9,002,026	10,063,933	10,013,062	(50,871)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	382,451	785,758	516,500	(269,258)
Capital Projects	1,077,001	0	0	0
Uses-project Expenditure Total	1,459,452	785,758	516,500	(269,258)
EXPENDITURE BY PROGRAM RECAP				
War Memorial Operations & Maintenance	10,461,478	10,849,691	10,529,562	(320,129)
Expenditure By Program Recap Total	10,461,478	10,849,691	10,529,562	(320,129)

***Bonded Debt and
Other General City Responsibilities***

BONDED DEBT AND LONG-TERM OBLIGATIONS

Mission

To provide and manage low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the city and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

Strategic Issues

- ◆ Maintain cost-effective access to the capital markets with prudent policies.
- ◆ Maintain moderate debt and debt service payment with effective planning and coordination with city departments.
- ◆ Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- ◆ Achieve the highest practical credit rating.

Background

The City and County of San Francisco enjoys national recognition among investors of municipal debt obligations as a high profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the city in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The city utilizes three principal types of municipal debt obligations to finance long-term capital projects: general obligation (G.O.) bonds, lease revenue bonds and certificates of participation. The city relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures to acquire or improve real property such as libraries, hospitals, parks and cultural and educational facilities.

The city utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the city. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the 2 percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the 2 percent increase is not directly pledged for such debt service and repayment can be funded from any lawful monies of the city's General Fund.

Another type of financing available to the city are Tax and Revenue Anticipation Notes (TRANs), a common short-term obligation, to meet ongoing General Fund expenditures

in advance of revenue collections. The city utilized TRANs in fiscal years 1993–1994 through 1996–1997.

Ratings

General Obligation Bonds ♦ The city's G.O. bond debt, which carries the city's strongest ratings, is rated Aa3/AA-/AA- by Moody's Investor Services, Standard & Poor's and Fitch Ratings, respectively, with AAA being the highest rating attainable.

In May 2004, Moody's Investors Services and Standard and Poor's affirmed their ratings on the city's outstanding G.O. bonds of Aa3 and AA respectively, while Fitch downgraded its rating to an AA- and changed the rating outlook from negative to stable. In doing so, Fitch Ratings cited continued weak economic performance, reduced financial reserves and reduced tax revenue, combined with the expectation that the city's statutory financial requirements and solid management acumen will restore financial balance. The Aa3 and AA ratings from Moody's and Standard and Poor's, respectively, have carried a negative outlook since 2003, which reflect the continued economic and state budget uncertainty and the challenges faced in balancing the fiscal year 2004–2005 budget. Their concerns were mitigated somewhat by the fact that city management has been monitoring the potential budget gaps and took early and concrete steps toward developing a workable plan.

Lease Revenue Bonds ♦ Moody's, Standard & Poor's and Fitch Ratings rate the city's lease revenue bonds A1/AA-/A, respectively, with a negative outlook from Moody's and Standard and Poor's and a stable outlook from Fitch Ratings. The ratings are one to two rating levels below the city's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the city has no legal obligation or authority to levy taxes for repayment, as is the case for G.O. bonds—only to appropriate rent on the use of the facilities financed when it has use and occupancy.

Despite the city's sizable budget requirements, state and federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth, and a favorable socio-economic profile.

Debt Profile

Pursuant to the City Charter, the city must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50 percent of those voting plus one). From June 1, 1990 to March 2004, the electorate has voted on 42 bond measures and approved 24, or 57 percent.

The city's outstanding General Fund debt consists of G.O. bonds, settlement obligation bonds, lease revenue bonds and certificates of participation. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the city in whole or in part.

As shown below in Table 1, the fiscal year 2004–2005 budget provides \$111,677,896 for the payment of debt service on \$1,155,160,000 in G.O. bonds.

**Table 1: Outstanding Principal and
Budgeted Debt Service for Fiscal Year 2004–2005**

Principal Outstanding	
General Obligations	\$ 844,345,000
Less Self-Supporting Port Bonds	(400,000)
Plus Expected New Issuance	<u>311,215,000</u>
Total General Obligations	\$1,155,160,000
Long-Term Obligations	\$ 747,896,625
Plus Expected New Issuance	<u>95,016,057</u>
Total Long-Term Obligations	\$ 842,912,682
Total Principal Outstanding	\$1,998,072,682
Fiscal 2004–2005 Debt Service	
General Obligation Bonds	\$ 111,677,896
Long-Term Obligations	<u>76,036,983</u>
Total Annual Debt Service	\$ 187,714,879

General Obligation Bonds

As stated above, the city's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed 3 percent of the net assessed value of all taxable real and personal property located within the boundaries of the city.

For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2004, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$872,060,000. Of the \$844,345,000 bonds outstanding, a total principal amount of approximately \$1,253,770,000 was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

Table 2 does not include the approximately \$311,215,000 in general obligation bonds to be issued in fiscal year 2004-2005 as part of the bond programs for the Neighborhood Recreation and Park Facilities, Zoo Facilities, Academy of Sciences, Laguna Honda Hospital, Seismic Safety Loan Program and Branch Libraries Facilities Bonds. With the exception of the Harbor Improvement Bonds Series B, debt service on the city's G.O. bonds is repaid from taxes levied on all real and personal property within the city boundaries. In the early 1970s, the city pledged its taxing authority as security for

repayment of G.O. bonds issued on behalf of the Port Commission. One such series in the amount of \$400,000 remains outstanding and will be fully paid in June 2005. Thus, of the \$844,345,000 in G.O. bonds that will be outstanding on July 1, 2004, \$400,000 is payable from Port revenues and not property taxes.

Table 2: General Obligation Bonds (as of July 1, 2004)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding	Authorized & Unissued
Harbor Improvement Bonds	B	\$ 10,000,000	\$ 400,000	—
Public Safety Improvement Projects (11/7/89)	1996B	7,645,000	690,000	—
Public Safety Improvement Projects (6/5/90)	1995A	18,480,000	4,560,000	— [1]
Golden Gate Park Improvements (6/2/92)	1995B	26,000,000	6,775,000	—
	1997A	25,105,000	18,885,000	—
	2001A	17,060,000	15,270,000	—
Fire Department Facilities Project (11/3/92)	1996C	14,285,000	1,290,000	—
Seismic Safety Loan Program (11/3/92)	1994A	35,000,000	—	\$ 315,000,000
School District Facilities Improvements (6/7/94)	1996D	42,300,000	3,820,000	—
	1997B	22,050,000	16,580,000	—
Asian Art Museum Relocation Project (11/8/94)	1996E	25,000,000	2,260,000	—
	1999D	16,730,000	14,000,000	—
City Hall Improvement (11/8/95)	1996A	63,590,000	8,865,000	—
Steinhart Aquarium Improvement (11/8/95)	—	—	—	29,245,000
Affordable Housing Bonds (11/5/96)	1998A	20,000,000	16,365,000	—
	1999A	20,000,000	17,190,000	—
	2000D	20,000,000	17,495,000	—
	2001C	17,000,000	15,380,000	—
	2001D	23,000,000	21,110,000	—
Educational Facilities - Community College District (6/3/97)	1999A	20,395,000	16,935,000	—
	2000	29,605,000	25,950,000	—
Educational Facilities - Unified School District (6/3/97)	1999B	60,520,000	50,270,000	—
	2003B	29,480,000	28,330,000	—
Zoo Facilities Bonds (6/3/97)	1999C	16,845,000	13,990,000	—
	2000B	17,440,000	15,285,000	—
	2002A	6,210,000	5,790,000	7,505,000
Laguna Honda Hospital (11/2/99)	—	—	—	299,000,000
Recreation and Parks (3/7/00)	2000C	6,180,000	5,415,000	—
	2001B	14,060,000	12,580,000	—
	2003A	20,960,000	20,145,000	68,800,000
California Academy of Sciences Improvement (3/7/00)	—	—	—	87,445,000
Branch Library Facilities Improvement (11/7/00)	2001E	17,665,000	15,920,000	—
	2002B	23,135,000	21,575,000	65,065,000
SUB TOTALS		\$ 685,740,000	\$ 413,120,000	\$ 872,060,000
General Obligation Refunding Bonds Series 1997-1 issued 10/27/97		\$449,085,000	\$322,950,000	
General Obligation Refunding Bonds Series 2002-R1 issued 4/23/02		\$118,945,000	\$108,275,000	
TOTALS		\$1,253,770,000	\$844,345,000	\$872,060,000

[1] Reflects reductions from approved FEMA and State grants totaling \$122,460,000 as provided in the bond authorization.

Long-Term Obligations

Long-term obligations include lease financings, known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. As of July 1, 2004, the city will have \$747,896,625 in long-term obligations outstanding including \$42,660,000 expected to be issued in fiscal year 2003-2004.

As shown in Table 1, the 2004–2005 budget provides for the payment of debt service on \$842,912,682 in expected outstanding long-term obligations during the fiscal year, including the approximately \$52,356,657 in lease revenue bonds and lease revenue refunding bonds anticipated to be issued by the end of the fiscal year. The 2004–2005 budget for long-term obligation debt service is \$76,036,983.

An additional \$125,125,000 in lease revenue bonds has been authorized by the voters but not yet issued. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989, which may be issued to construct various parking facilities within the city. In addition, 100,000,000 in revenue bonds has been authorized by the voters but not yet issued.

Tax and Revenue Anticipation Notes

Pursuant to the Charter and the Constitution and laws of the State of California, the city may issue TRANS, which are payable solely from Unrestricted Revenues of the city's General Fund in the fiscal year in which such TRANS are issued. TRANS issued in any given fiscal year may not exceed 85 percent of the estimated unrestricted revenues legally available for payment of the TRANS. Proceeds of the TRANS may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANS are issued.

Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the city in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the city nor are they necessarily obligations secured by land within the city. In many cases, overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the city's boundaries. Overlapping debt obligations of the city have been issued by such

public agencies as the San Francisco Redevelopment Agency, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), the San Francisco Community College District and the San Francisco Unified School District.

As of July 1, 2004, the city estimates that \$281,713,333 in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the city's fiscal year 2004–2005 budget.

Debt Limit

The city's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the city's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the city's outstanding G.O. bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the city has a G.O. bond limit of \$2.9 billion, based upon the Controller's Certificate of Assessed Valuation released on August 14, 2003. As of July 1, 2004, the city will have \$844,345,000 of G.O. bonds outstanding (including \$400,000 in G.O. bonds paid by the Port and not carried on the tax roll), which results in a G.O. bond debt to assessed value ratio of 0.86 percent. The city's remaining legal capacity for G.O. bond debt will be \$2.1 billion based on the fiscal year 2003–2004 Assessed Valuation. The fiscal year 2004–2005 Assessed Valuation will be released in August 2004 and will likely result in modest growth in the city's G.O. bond debt capacity.

Table 3: Calculation of Debt Limit Ratio

Debt Limit Ratio: 3% of Net Assessed Value	
Assessed Value (8/14/03)	\$102,092,927,794
Less Exemptions	<u>(3,947,659,771)</u>
Net Assessed Value (8/14/03)	\$ 98,145,268,023
Legal Debt Capacity (3%)	\$2,944,358,041
Outstanding G.O. Bonds (7/1/04)	\$ 844,345,000
G.O. Debt Ratio (7/1/04)	0.86%
Unused Capacity	\$2,100,013,041

The voters have approved an additional \$872,060,000 in G.O. bonds that the city has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation because the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the city.

Citizens' General Obligation Bond Oversight Committee

At the March 2002 Primary Election, San Francisco voters approved Proposition F creating the Citizens' General Obligation Bond Oversight Committee (the Committee). The purpose of the Committee is to inform the public concerning the expenditure of general obligation bond proceeds. The Committee reviews and reports on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee convenes to provide oversight for ensuring that: (1) general obligation bond revenues are expended only in accordance with the ballot measure, and (2) no general obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such general obligation bonds.

Proposition F provides that all ballot measures seeking voter authorization for general obligation bonds subsequent to the 2002 adoption of Proposition F must allocate that 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. No G.O. bonds have been approved since then and therefore no G.O. bond money is budgeted in fiscal year 2004–2005 to fund activities of the Committee. However, the Committee, which was initially convened on January 9, 2003, has begun a review of existing G.O. bond programs. The Committee will issue reports on the results of its activities to the Board of Supervisors at least once per year. The Committee issued its first report in December 2003.

General City Responsibility

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies or health services administration costs are budgeted in General City Responsibility rather than allocating charges to more than 60 departments citywide.

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003 <u>Actual</u>	2003-2004 <u>Budget</u>	2004-2005 <u>Proposed</u>	Change From <u>2003-2004</u>
AUTHORIZED POSITIONS				
Total Authorized	3.75	4.00	3.50	(0.50)
Net Operating Positions	3.75	4.00	3.50	(0.50)
SOURCES				
Local Taxes	124,576,765	117,031,283	119,146,000	2,114,717
Intergovernmental Revenue - Federal	2,455,727	0	0	0
Intergovernmental Revenue - State	806,461	750,000	750,000	0
Other Revenues	68,849,788	10,641,000	9,012,156	(1,628,844)
Transfers In	0	0	0	0
Expenditure Recovery	640,764	2,634,644	1,554,436	(1,080,208)
Fund Balance	0	0	1,960,078	1,960,078
Departmental Transfer Adjustment	(7,258,685)	(7,258,685)	0	7,258,685
Other Funding Sources	(17,323,023)	0	0	0
General Fund Support	118,234,711	163,813,269	231,136,978	67,323,709
Sources Total	290,982,508	287,611,511	363,559,648	75,948,137
USES-OPERATING EXPENDITURES				
Salaries And Wages	260,263	431,182	379,849	(51,333)
Fringe Benefits	36,559,415	35,888,622	46,265,026	10,376,404
Professional & Contractual Services	17,641,763	11,181,990	9,855,288	(1,326,702)
Aid Assistance / Grants	782,243	0	0	0
Materials And Supplies	13,738	7,000	7,000	0
Equipment	0	9,596,931	9,212,345	(384,586)
Debt Service	107,817,745	126,004,468	126,663,175	658,707
Services Of Other Departments	5,627,171	1,122,220	3,615,691	2,493,471
Transfers Out	350,575,747	347,414,331	381,897,001	34,482,670
Budgetary Reserves	59,932,671	38,412,050	72,450,000	34,037,950
Departmental Transfer Adjustment	(288,228,248)	(282,447,283)	(286,785,727)	(4,338,444)
Uses-operating Expenditure Total	290,982,508	287,611,511	363,559,648	75,948,137
EXPENDITURE BY PROGRAM RECAP				
General City Responsibilities	579,210,756	570,058,794	640,291,112	70,232,318
Housing & Homelessness	0	0	10,054,263	10,054,263
Departmental Transfer Adjustment	(288,228,248)	(282,447,283)	(286,785,727)	(4,338,444)
Expenditures By Program Recap Total	290,982,508	287,611,511	363,559,648	75,948,137

GENERAL FUND UNALLOCATED

General Fund Unallocated is a department designation for revenues that are not directly attributable to a city department. For example, undesignated property taxes, business taxes and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a general fund subsidy allocation.

TOTAL BUDGET - HISTORICAL COMPARISON

	2002-2003	2003-2004	2004-2005	Change From
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>2003-2004</u>
SOURCES				
Local Taxes	1,107,807,882	1,151,112,678	1,283,599,739	132,487,061
Licenses And Fines	14,521,634	40,939,000	14,057,000	(26,882,000)
Use Of Money Or Property	2,779,833	9,186,000	2,975,000	(6,211,000)
Intergovernmental Revenue - Federal	504,364	0	0	0
Intergovernmental Revenue - State	108,069,614	87,099,000	19,229,000	(67,870,000)
Charges For Services	16,009,378	17,157,330	23,510,112	6,352,782
Other Revenues	0	12,000,000	19,500,000	7,500,000
Transfers In	74,169,600	94,749,637	101,523,627	6,773,990
Fund Balance	123,172,541	56,682,856	45,500,000	(11,182,856)
General Fund Support	(1,447,034,846)	(1,468,926,501)	(1,509,894,478)	(40,967,977)
Sources Total	0	0	0	0

CAPITAL PROJECTS

The 2004–2005 Capital Budget, proposed by the Mayor and approved by the Capital Improvements Advisory Committee, is supported by multiple funding sources, including the General Fund, dedicated funds, bond proceeds and state and federal revenue sources. Specific projects are detailed both in this section and under those departments that will receive funding from the Capital Budget.

MAYOR'S PROPOSED CAPITAL PROJECTS

Project			Subfund	Proposed 2004-2005
Department	: AAM	ASIAN ART MUSEUM		
FAA292		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	100,000
Department	: AAM	Subtotal		100,000
Department	: ADM	ADMINISTRATIVE SERVICES		
FCA200-99		CITY HALL FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	110,000
FCA402		DISABLED ACCESS - CITYWIDE	GF-CONTINUING PROJECTS	947,000
Department	: ADM	Subtotal		1,067,000
Department	: AIR	AIRPORT		
CAC067-01		DOMESTIC TERMINALS EXPLOSIVE DETECTION	SFIA-CAPITAL PROJECTS-OPERATING FUND	5,000,000
CAC067-01		DOMESTIC TERMINALS EXPLOSIVE DETECTION	2002 SFIA ISSUE 28A AMT BONDS	6,709,863
CAC067-01		DOMESTIC TERMINALS EXPLOSIVE DETECTION	1992 SFIA ISSUE 16B NON-AMT BONDS	7,415,137
CAC068-01		SECURE CONECTOR FROM DOM T3 TO IT	2002 SFIA ISSUE 28A AMT BONDS	870,801
CAC068-01		SECURE CONECTOR FROM DOM T3 TO IT	2003 SFIA ISSUE 29B NON AMT BONDS	6,054,199
CAC069-01		INFO & TELCOM.NETWORK:DOM FOOD & BEV PRG	1992 SFIA ISSUE 23A-AMT BONDS	1,200,000
CAC070-01		PASSENGER BRIDGE CONNECTOR:T1 TO AIR TRA	1992 SFIA ISSUE 16B NON-AMT BONDS	436,847
CAC070-01		PASSENGER BRIDGE CONNECTOR:T1 TO AIR TRA	1992 SFIA ISSUE 23A-AMT BONDS	10,513,153
Department	: AIR	Subtotal		38,200,000
Department	: ART	ARTS COMMISSION		
FAR211		MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	136,000
FAR322		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	75,000
Department	: ART	Subtotal		211,000
Department	: CRT	TRIAL COURTS		
CMC001		TEMPORARY COURTROOM CONSTRUCTION 1	COURTS' SPEC REV FD-ANNUAL PROJECTS	6,000,000
FMC494		SUPERIOR COURT MAINTENANCE	GF-ANNUAL PROJECT	36,000
Department	: CRT	Subtotal		6,036,000
Department	: DPH	PUBLIC HEALTH		
CHGHP-99		SFGH HELIPAD CONSTRUCTION-STATE GRANT	SFGH-CAPITAL PROJECTS-STATE FUND	300,000
CHGOSL-00		SFGH ORTHO SURGICAL LIGHT	SFGH-CAPITAL PROJECTS-STATE FUND	100,000
FHG200-01		FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	275,000
FHG200-01		FACILITIES MAINTENANCE - SF GENERAL	SFGH-OPERATING-ANNUAL PROJECTS	1,200,000
GHC315		FACILITIES MAINTENANCE - GROVE STREET	GF-ANNUAL PROJECT	50,000
PHM313		FACILITIES MAINTENANCE - MH CLINICS	GF-ANNUAL PROJECT	90,000
Department	: DPH	Subtotal		2,016,000
Department	: DPW	DEPARTMENT OF PUBLIC WORKS		
CATCHI-MP49AL		1995 QTY HALL IMPROVEMENT BOND FUND	1994 CITY HALL IMPVMT-S1996A	408,565
CATCHI-MP49AL		1995 QTY HALL IMPROVEMENT BOND FUND	CITY FAC IMPVMT PROJECTS-LOCAL FUND	43,860
CBROFA-HJ05BU		HALL OF JUSTICE 04-05 BUDGET	GF-ANNUAL PROJECT	250,000
CENTRN-OS5299		EMERGENCY SLIDES	GF-CONTINUING PROJECTS	100,000
CENTRN-SRF9		CENTRAL FREEWAY REPL PROJECT	OCTAVIA BOULEVARD SPECIAL FUND	3,151,790
FATOF-AF0101		CAPITAL AND FACILITY PLANNING	GF-ANNUAL PROJECT	310,000
BRFM3-BR52		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	600,000
GCMOFA-LA00		CITYWIDE ASBESTOS & LEAD ABATEMENT	GF-CONTINUING PROJECTS	400,000
GSRTRN-PR0101		POTHOLE REPAIR	GF-CONTINUING PROJECTS	310,000
PATCIP-CP05BU		CAPITAL PLANNING 04-05 BUDGET	GF-CONTINUING PROJECTS	585,000
PUFIMP-HP0399		HALLDIE PLAZA IMPROVEMENT RESERVE	DPW-OTHER SPECIAL REVENUE FUND	250,000
Department	: DPW	Subtotal		6,409,215

MAYOR'S PROPOSED CAPITAL PROJECTS

Project			Subfund	Proposed 2004-2005
Department	: DSS	HUMAN SERVICES		
FSS001		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	176,000
Department	: DSS	Subtotal		176,000
Department	: ECD	EMERGENCY COMMUNICATIONS DEPARTMENT		
CFCFD2-DP52BU		911 EMERGENCY COMMUNICATION CENTER PH 3	FIRE PROTECTION SYS IMPVT-LOCAL FUND	925,000
Department	: ECD	Subtotal		925,000
Department	: FAM	FINE ARTS MUSEUM		
FFA214		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
Department	: FAM	Subtotal		50,000
Department	: FIR	FIRE DEPARTMENT		
CFC902		WATER SUPPLY MAINTENANCE	GF-ANNUAL PROJECT	900,000
FFC293		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	400,000
Department	: FIR	Subtotal		1,300,000
Department	: JUV	JUVENILE PROBATION		
FJV267		FACILITIES MAINTENANCE - HIDDEN VALLEY	GF-ANNUAL PROJECT	20,000
FJV311		FAC MAINTENANCE - YOUTH GUIDANCE	GF-ANNUAL PROJECT	250,000
FJV312		FAC MAINTENANCE - LOG CABIN RANCH	GF-ANNUAL PROJECT	60,000
Department	: JUV	Subtotal		330,000
Department	: LIB	PUBLIC LIBRARY		
CLBPL8-MLP006		1ST FLOOR BORROWER SERVICES	LIBRARY FUND - CONTINUING PROJECTS	901,426
CLBPL8-MLP006		1ST FLOOR BORROWER SERVICES	LIBRARY CAPITAL IMPVTS-LOCAL FUND	1,241,760
CLBPL8-MLP006		1ST FLOOR BORROWER SERVICES	1988 PUBLIC LIBRARY-SERIES 1990A	208,895
FLB510		FACILITIES MAINTENANCE	LIBRARY SPEC REV FD-ANNUAL PROJECTS	310,000
Department	: LIB	Subtotal		2,662,081
Department	: MTA	MUNICIPAL TRANSPORTATION AGENCY		
CPT313-999X		METRO ACCESSIBILITY IMPROVEMENTS	MUNI-CAPITAL PROJECTS-UNALLOCATED	400,000
CPT385-999X		LRV PURCHASE PHASE II-UNPROGRAMMED	MUNI-CAPITAL PROJECTS-UNALLOCATED	140,000
CPT520-1190		ALT FUEL DEMO-CNG&CNG HYBRID R&D-CONTING	MUNI-CAPITAL PROJECTS-UNALLOCATED	980,000
CPT522-999X		3RD STREET LIGHT RAIL - UNPROGRAMMED	MUNI-CAPITAL PROJECTS-UNALLOCATED	1,700,000
CPT546-2390		PM TRAPS-NOX REDUCTION SYS-C/P-CONTINGCY	MUNI-CAPITAL PROJECTS-UNALLOCATED	750,000
CPT547-999X		MISSION-STEUART ST HOTEL DEV-UNPROGRAM	MUNI-CAPITAL PROJECTS-UNALLOCATED	2,235,683
FPK507-01		CONTROL BOX REPLACEMENT	PTC-OPERATING-ANNUAL PROJECTS	120,000
FPT201-012A		TRACK/ROADBED REPAIRS/RESTORATION	MUNI-CONTINUING PROJ-OPERATING FD	50,000
FPT210-012A		FACILITIES MAINTENANCE	MUNI-CONTINUING PROJ-OPERATING FD	125,000
GPK506-01		FACILITIES MAINTENANCE	OFF-STREET PARKING-ANNUAL PROJECTS F	650,000
Department	: MTA	Subtotal		7,150,683
Department	: POL	POLICE		
IPC236-01		FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	110,000
Department	: POL	Subtotal		110,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2004-2005
Department	: PRT PORT		
CPO625-01	CARGO MAINT DREDGING	PORT-CONTINUING PROJ-OPERATING FD	1,850,000
CPO664-01	EMBARCADERO PROMENADE RAILING	PORT-CONTINUING PROJ-OPERATING FD	70,000
CPO680-01	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	100,510
CPO727-04	MATERIAL TESTING FY 03/04	PORT-CONTINUING PROJ-OPERATING FD	150,000
CPO730-01	FISHERMAN'S WHARF J-10	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO741-01	PIER REPAIR	PORT-CONTINUING PROJ-OPERATING FD	1,165,000
CPO758-01	FIRE SPRINKLER PROJECT	PORT-CONTINUING PROJ-OPERATING FD	75,000
CPO761-01	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	75,000
CPO765-01	BRANNAN STREET WHARF	PORT-CONTINUING PROJ-OPERATING FD	2,226,667
CPO766-01	PIER 35 SUB-STRUCTURE REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	250,000
CPO767-01	PIER 35 SECURITY, LIFE SAFETY & OTHERS	PORT-CONTINUING PROJ-OPERATING FD	137,000
GPO228-01	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	110,000
GPO234-01	FACILITY HAZARDOUS MATERIAL REMOVE	PORT-OPERATING-ANNUAL PROJECTS	80,000
GPO236-01	FACILITY IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	40,000
GPO536-01	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	150,000
GPO537-01	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	97,700
GPO540-01	PIER 70 REMED. INVESTGTN/FEAS. STUDY	PORT-OPERATING-ANNUAL PROJECTS	85,000
GPO541-01	ELECTRONIC PERMITS SYSTEM	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO624-01	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	90,000
GPO632-01	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	148,100
Department	: PRT Subtotal		7,249,977

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2004-2005
Department	: PUC PUBLIC UTILITIES		
CENMSC-NP0100	NORTH POINT PLANT 150MGD UPGRADE	1991 CWP SEWER REVENUE BOND FUND	17,000,000
CENMSC-SP04	CLEAN WATER MASTER PLAN	1991 CWP SEWER REVENUE BOND FUND	3,000,000
CENMSC-SP0800	SE PLANT DEWATERING FACILITIES EQUIPMENT	CWP SEWER REVENUE SERIES 1995A	2,000,000
CENMSC-SP0900	SE PLANT DEWATERING FACILITIES EQUIPMENT	1991 CWP SEWER REVENUE BOND FUND	2,500,000
CENMSC-SP1000	SE PLANT DEWATERING FACILITIES EQUIPMENT	1995 CWP SEWER REVENUE S-1995B	3,000,000
CENMSC-SP1100	SE PLANT DEWATERING FACILITIES EQUIPMENT	1991 CWP SEWER REVENUE BOND FUND	6,370,250
CENNRN-RA0600	REPAIR AND REPLACEMENT	CWP-CAPITAL PROJECTS-REPAIR & REPLAC	15,218,300
CUH762-01	SAN JOAQUIN PIPELINE REPAIRS	HETCHY CONTINUING PROJ-OPERATING FD	6,000,000
CUH804-01	HETCH-HETCHY ROADS REBUILDING	HETCHY CONTINUING PROJ-OPERATING FD	800,000
CUH851-01	TURBINE GEN-RENOVATE/REPLACE	HETCHY CONTINUING PROJ-OPERATING FD	3,615,000
CUH876-01	MOCCASIN PHONE SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH891-01	TELEMETERING OF MUNICIPAL LOAD	HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH893-01	CHERRY/ELEANOR PUMP UPGRADE	HETCHY CONTINUING PROJ-OPERATING FD	100,000
CUH896-01	STREETLIGHT REPLACEMENT	HETCHY CONTINUING PROJ-OPERATING FD	600,000
CUH915-01	UNDERGROUND ASSESSMENT FUNDING	HETCHY CONTINUING PROJ-OPERATING FD	2,520,000
CUH931-01	HH MICROWAVE REPLACEMENT	HETCHY CONTINUING PROJ-OPERATING FD	1,950,000
CUH936-01	ELECTRIC DISTRIBUTION SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000
CUH941-01	HH SCADA SECURITY & CONTROL - EAST	HETCHY CONTINUING PROJ-OPERATING FD	945,000
CUH946-01	FAC MAINTENANCE-SUPPORT STRUCTURES	HETCHY CONTINUING PROJ-OPERATING FD	500,000
CUH947-01	MAYOR'S ENERGY CONSERVATION CAPITAL ACCT	HETCHY CONTINUING PROJ-OPERATING FD	2,500,000
CUH950-01	KIRKWOOD & MOCCASIN PENSTOCK RENOVATIONS	HETCHY CONTINUING PROJ-OPERATING FD	5,000,000
CUH957-01	FACILITIES MAINTENANCE-WATER MAINTENANCE	HETCHY CONTINUING PROJ-OPERATING FD	600,000
CUH958-01	GENERATION METERING	HETCHY CONTINUING PROJ-OPERATING FD	500,000
CUH959-01	SF ELECTRICAL RELIABILITY POWER	HETCHY CONTINUING PROJ-OPERATING FD	150,000
CUH963-01	CHERRY TUNNEL FRICTION REDUCTION	HETCHY CONTINUING PROJ-OPERATING FD	300,000
CUH964-01	WATERSHED PROPERTY PURCHASES	HETCHY CONTINUING PROJ-OPERATING FD	800,000
CUH965-01	SOLAR PROJ-AIRPORT/ MUNI/PORT	HETCHY CONTINUING PROJ-OPERATING FD	3,545,000
CUH966-01	MECA-DEMAND REDUCTION PUC	HETCHY CONTINUING PROJ-OPERATING FD	1,505,000
CUH967-01	PENSTOCK RENOVATION - KIRKWOOD	HETCHY CONTINUING PROJ-OPERATING FD	3,120,000
CUW135-01	NEW LINE & BYPASS VALVES	1998 WATER REVENUE BOND SERIES A	1,700,000
CUW143-01	HETCH HETCHY WATER TREATMENT PLAN	2002 PROP A BOND FUND	7,000,000
CUW157-01	HARDWARE PUMP STATION	SFWD-CONTINUING PROJ-OPERATING FD	150,000
CUW161-01	BADEN PUMP STATION-IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	2,400,000
CUW208-01	LAWRENCE LIVERMORE FILTRATION PLANT	SFWD-CONTINUING PROJ-OPERATING FD	380,000
CUW222-01	WATER QUALITY COMPLIANCE IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	640,000
CUW241-01	FACILITIES MAINT SUPPORT STRUCTURES	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000
CUW248-01	SUNOL/NILES DAM REMOVAL	SFWD-CONTINUING PROJ-OPERATING FD	5,065,000
CUW253-01	FACILITIES SECURITY PROJECT	SFWD-CONTINUING PROJ-OPERATING FD	2,800,000
CUW301-0100	GROUNDWATER PROJECT	2002 PROP A BOND FUND	1,382,000
CUW302-0100	RECYCLED WATER PROJECT	2002 PROP A BOND FUND	4,550,000
CUW303-0100	VEHICLE SERVICE & FACILITY UPGRADE	2002 PROP A BOND FUND	69,000
CUW305-0100	FIRE PROTECTION AT CDD	2002 PROP A BOND FUND	500,000
CUW306-0100	CROCKER AMAZON PUMP STATION UPGRADE	2002 PROP A BOND FUND	750,000
CUW307-0100	SUMMIT RES REHAB/SEISMIC UPGRADE	2002 PROP A BOND FUND	2,000,000
CUW308-0100	KEY MOTORIZED/OTHER CRITICAL VALVES	2002 PROP A BOND FUND	700,000
CUW311-0100	SUNSET CIRCULATION IMPROVEMENTS	2002 PROP A BOND FUND	1,250,000
CUW312-0100	LINCOLN WAY TRANSMISSION LINE	2002 PROP A BOND FUND	2,910,000
CUW314-0100	LA GRANDE TANK REHAB/SEISMIC UPGRADE	2002 PROP A BOND FUND	750,000
CUW315-0100	CROSS TOWN TRANSMISSION MAIN	2002 PROP A BOND FUND	650,000
CUW316-0100	FULTON@6TH 30" MAIN REPLACEMENT	2002 PROP A BOND FUND	144,000
CUW318-0100	FOREST HILL TANK REHAB/SEISMIC UPGRADE	2002 PROP A BOND FUND	200,000
CUW321-0100	FOREST KNOLLS PUMP STATION UPGRADE	2002 PROP A BOND FUND	150,000
CUW322-0100	LINCOLN PARK PUMP STATION UPGRADE	2002 PROP A BOND FUND	500,000
CUW323-0100	MCLAREN PARK PUMP STATION UPGRADE	2002 PROP A BOND FUND	39,000
CUW325-0100	PALO ALTO PUMP STATION UPGRADE	2002 PROP A BOND FUND	143,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project	Subfund	Proposed 2004-2005
CUW326-0100	SKY VEIWAQUA VISTA PUMP ST UPGRADES	2002 PROP A BOND FUND 100,000
CUW327-0100	SUMMIT PUMP STATION UPGRADE	2002 PROP A BOND FUND 100,000
CUW328-0100	MCLAREN #1 TANK REHAB/SEISMIC UPGRADE	2002 PROP A BOND FUND 200,000
CUW329-0100	POTRERO HEIGHTS TANK REHAB/UPGRADE	2002 PROP A BOND FUND 150,000
CUW330-0100	FOREST KNOLLS TANK REHAB/UPGRADE	2002 PROP A BOND FUND 100,000
CUW331-0100	LINCOLN PARK TANK REHAB/SEISMIC UPGRADE	2002 PROP A BOND FUND 400,000
CUW332-0100	MCLAREN #2 TANK REHAB/SEISMIC UPGRADE	2002 PROP A BOND FUND 200,000
CUW334-0100	STANFORD HEIGHTS RES REHAB/UPGRADE	2002 PROP A BOND FUND 250,000
CUW335-0100	POTRERO HEIGHTS RES REHAB/UPGRADE	2002 PROP A BOND FUND 150,000
CUW351-0100	BDPL #1&2 REPAIR OF CAISSON/PIPE BRIDGE	2002 PROP A BOND FUND 897,000
CUW353-0100	SEISMIC UPGRADE BDPL @ HAYWARD FAULT	2002 PROP A BOND FUND 4,000,000
CUW354-0100	LOWER CRYSTAL SPRINGS DAM IMPROVEMENTS	2002 PROP A BOND FUND 400,000
CUW356-0100	NEW CRYSTAL SPRINGS BYPASS TUNNEL	2002 PROP A BOND FUND 1,250,000
CUW358-0100	SUNSET RES - UPGRADE/REHAB NORTH BASIN	2002 PROP A BOND FUND 4,415,000
CUW359-0100	IRVINGTON TUNNEL ALTERNATIVES	2002 PROP A BOND FUND 3,515,000
CUW362-0100	WATER SYSTEM AUTOMATION (HETCH HETCHY)	2002 PROP A BOND FUND 100,000
CUW364-0100	LAWRENCE LIVERMORE FILTRATION	2002 PROP A BOND FUND 100,000
CUW368-0100	BDPL HYDROLIC CAPACITY UPGRADE	2002 PROP A BOND FUND 1,000,000
CUW373-0100	SJPL NO 4 NEW	2002 PROP A BOND FUND 500,000
CUW376-0100	MOUNTAIN TUNNEL LINING (HETCHY)	2002 PROP A BOND FUND 100,000
CUW377-0100	EI RES LOWER SPILLWAY/ADJ WEIR (HETCHY)	2002 PROP A BOND FUND 250,000
CUW378-0100	CRYSTAL SPRINGS PL #2 REPLACE (IN CITY)	2002 PROP A BOND FUND 500,000
CUW379-0100	SAN ANDREAS #3 PIPELINE INSTALLATION	2002 PROP A BOND FUND 750,000
CUW380-0100	BDPL NO 3&4 CROSS CONNECTION	2002 PROP A BOND FUND 600,000
CUW383-0100	FOOTHILL TUNNEL REPAIRS (HETCHY)	2002 PROP A BOND FUND 100,000
CUW386-0100	SAN ANTONIO PS - EMERGENCY POWER	2002 PROP A BOND FUND 100,000
CUW387-0100	TESLA PORTAL DISINFECTION STATION	2002 PROP A BOND FUND 100,000
CUW390-0100	SF BAY AREA DESALINATION PLANT - BUDGET	2002 PROP A BOND FUND 400,000
CUW602-01	NEW WATER SERVICES AND METERS	SFWD-CONTINUING PROJ-OPERATING FD 1,000,000
CUW642-01	METER CHANGEOUT PROGRAM (CITY)	SFWD-CONTINUING PROJ-OPERATING FD 480,000
CUW676-01	MANIFOLD REPLACEMENT	SFWD-CONTINUING PROJ-OPERATING FD 485,000
CUW830-01	8 INCH STANDARD SERVICE	SFWD-CONTINUING PROJ-OPERATING FD 1,400,000
CUW870-01	REPLACE WATER MAINS	SFWD-CONTINUING PROJ-OPERATING FD 6,000,000
CUW912-01	REMOVAL AND DISPOSAL	SFWD-CONTINUING PROJ-OPERATING FD 4,000,000
PWW502-01	POOLED WATER-HETCHY RESOURCE PLAN	SFWD-OPERATING-ANNUAL PROJECTS 1,000,000
Department : PUC	Subtotal	158,562,550

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MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2004-2005
Department	: REC RECREATION & PARK		
CATZOO-IN	ZOO FACILITIES IMPROVEMENTS	CITY FAC IMPVT PROJECTS-LOCAL FUND	216,090
CRPACQ-Q1	OPEN SPACE ACQUISITION	OPEN SPACE & PARK-CONTINUING PROJECT	1,213,500
CRPADA-01	ADA COMPLIANCE	GF-CONTINUING PROJECTS	225,000
CRPCON-01	OPEN SPACE CONTINGENCY	OPEN SPACE & PARK-CONTINUING PROJECT	728,100
CRPCPM-01	OPEN SPACE CAPITAL PROGRAM MANAGEMENT	OPEN SPACE & PARK-CONTINUING PROJECT	1,071,215
CRPERO-01	EROSION CONTROL	GF-CONTINUING PROJECTS	250,000
CRPFRH-01	FIELD REHABILITATION	GF-CONTINUING PROJECTS	525,000
CRPGAR-01	OPEN SPACE COMMUNITY GARDENS	OPEN SPACE & PARK-CONTINUING PROJECT	150,000
CRPGGP-BQ0001	GGP FUHRMAN BEQUEST	ETF-BEQUESTS FUND	499,000
CRPGI2-IN	1992 GOLDEN GATE PARK IMPROVEMENTS	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	219,875
CRPHAZ-01	HAZARDOUS MATERIALS MITIGATION	GF-CONTINUING PROJECTS	150,000
CRPNPS-01	OS NEIGHBORHOOD PARKS & SQUARES-BUDGET	DOWNTOWN PARK FUND	1,424,148
CRPNRP-IN	NEIGHBORHOOD REC/PARK FACILITIES	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	220,802
CRPREN-01	OPEN SPACE PARK RENOVATIONS	OPEN SPACE & PARK-CONTINUING PROJECT	2,975,000
CRPSEC-01	SECURITY AND LIGHTING SYSTEM	GF-CONTINUING PROJECTS	100,000
CRPSIS-01	SIGNAGE & INFORMATION SYSTEM	GF-CONTINUING PROJECTS	200,000
CRPYRP-01	MARINA YACHT RENOVATION PROGRAM	R&P-MARINA YACHT HARBOR FUND	1,205,357
FRPCOM-01	CANDLESTICK FACILITIES MAINT	GF-ANNUAL PROJECT	1,150,000
FRPFEN-01	FENCING FOR PARKS AND SQUARES	GF-ANNUAL PROJECT	65,000
FRPGEN-01	GENERAL FACILITIES MAINT	GF-ANNUAL PROJECT	650,000
FRPGOL-01	GOLF FACILITIES MAINT	GOLF FUND -ANNUAL PROJECTS FUND	683,394
FRPMAT-01	MATHER FACILITIES MAINT	GF-ANNUAL PROJECT	250,000
FRPRSA-01	REPAIR SURFACED AREAS	GF-ANNUAL PROJECT	175,000
FRPYFM-01	MYH-FACILITIES MAINTENANCE	R&P-MARINA YACHT HARBOR FUND	330,000
Department	: REC Subtotal		14,676,481
Department	: TIS TELECOMMUNICATIONS & INFORMATION SVCS		
CTI003-01	CITYWIDE PHONE SWITCH PROGRAM	GF-CONTINUING PROJECTS	243,000
FEL001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
Department	: TIS Subtotal		293,000
Department	: WAR WAR MEMORIAL		
CWM664-01	DAVIES HALL: LOBBY/AUDITORIUM CARPETING	WAR MEMORIAL-CONTINUING PROJECTS	85,000
GWM523-M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	516,500
Department	: WAR Subtotal		601,500
Capital Project Total			248,105,487





